

CONNECTICUT  
**INDUSTRY**

APRIL • 1959

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OBJECTIVE:  
THE ULTIMATE IN DESIGN

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When did your  
telephone system  
have its last  
"CHECK-UP"?

***Profit from this  
free service right now***

Your TELEPHONE is streamlined and modern.  
But what about your TELEPHONE SYSTEM?

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*Just call our business office for this free assistance.*

THE SOUTHERN NEW ENGLAND *Telephone* COMPANY

# CONNECTICUT INDUSTRY

APRIL • 1959

VOLUME 37 NUMBER 4

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THIS MONTH'S cover photo shows an assortment of waveguide assemblies for radar and electronic countermeasures applications developed by Technicraft Laboratories, Inc., Thomaston.

L. M. BINGHAM, Editor

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## A Frank Statement to Regular Users of Steel Strip

# WHERE WE STAND ON DELIVERIES of DSC AccuRay®-Controlled STRIP

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Will there be a steel strike this summer? When will it start? How long will it last? To these questions we have no pat answers. That's anybody's guess.

This much is certain—the threat of a strike combined with the improvement in business generally has created an urgent demand for most flat rolled steel products including Strip . . . NOW.

For example, our second quarter schedules have no wide-open spaces. We are accepting orders from our regular customers, but these have to be “fitted in.” Deliveries have been stretched out a little, but our promise-performance is still 100% . . . or practically so. Our stocks of stripmaking low carbon and high carbon hot bands are ample. We hope to keep them that way.

Under the circumstances, the safe thing to do would be to cover your foreseeable tonnage through June. Reason—the pressure is coming from two directions: From regular strip users whose business we would like to encourage; from stampers and roll-formers who are concerned about slit sheets on which they have been banking.

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We will not knowingly overbook orders. We never go on the hope that we will be able to “fill 'em all,” by hook or by crook.

We will not pyramid promises. Robbing Peter to pay Paul is bad business. It can lead only to falling out with both.

Tempting as an order may be, we will not agree to meet a delivery unless we are reasonably sure we can. We would rather lose your order than disappoint you in the end.

All this is not to imply that we never, *never* slip. We are only saying that we don't make delivery promises lightly—for your sake as well as our own.

Your DSC “Rep” will keep you informed about our situation. You can rely on him. We'll do our best to take care of your strip needs as always.

Anything special we can do for you today?

*Customer Satisfaction Is Our No. 1 Job*



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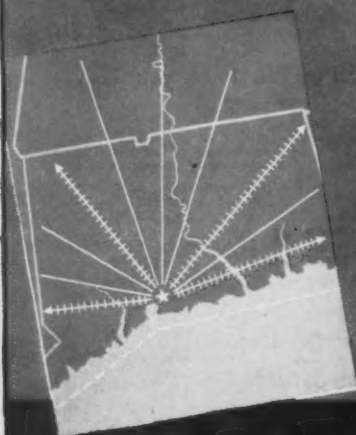
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# More Understanding or Bigger Monkey Wrenches

By **LESLIE M. BINGHAM**, Editor, and Secretary, MAC.

♦ **MONKEY** wrenches are essential tools to have around the home, factory and repair shops. In their absence many mechanical items could not be properly assembled or repaired when out of order. But their mischievous namesakes, in the hands of a well-meaning but impractical person, or a power-hungry individual or pressure group, can and do slow down the machinery of progress at all levels—local, state and national.

While monkey wrenches have bedeviled our nation's progress since its earliest days, they have been coming in such a variety of shapes and sizes in recent years that every committee of Congress and most business organizations are required to have a little FBI of their own to identify or deal with some of them. Among the more important and well-known monkey wrenches most threatening to a healthy expansion of our economy are: Labor monopolies; taxation that stifles incentives for greater productivity and turns our energies into non-productive channels; the \$7 billion "Alice in Wonderland" farm control through subsidy program; Supreme Court decisions that undermine our defense against communist agents and increase the cost of doing business among the states; inflation caused by wasteful government spending and unwarranted wage increases forced by union monopoly that is decreasing the value of the American dollar by more than 2% annually; special privilege for certain groups and areas of the nation; and government regulations so numerous and unsound that they seriously hamper efficient operation and expansion of the business organizations controlled by them.

Only 50 years ago the majority of the people in this country held farming, then the largest source of income and employment, in the highest esteem. In strange contrast, today's majority look upon our present chief source of income and security—business for profit—as narrow and selfish; frequently dishonest and socially harmful—only socially useful by accident. The other half of this monkey wrench, more threatening than the other monkey wrenches because it incubates them, is that this majority which holds business activity in such low esteem, looks upon government activities as wise and socially useful.

There appear to be two chief reasons why the colossal contribution of industry and business to human welfare is so generally underrated alone, and when compared with government business. The first reason is the continuous barrage of propaganda that has been aimed at all segments of our population

for more than 25 years. That propaganda has sought to demonstrate, through every known media of communication, why the American people would be more secure and happier if they would just turn their backs on selfish and dishonest private enterprise and turn to a benign federal government for the solution of their economic problems.

The second reason is that too few managements have felt the compelling urge to tell even their employees about the day-to-day and longer range problems of operating their business, or their employees and the community about their payroll, tax, gifts and other contributions to the community. Among those that have made some effort to explain their contributions and problems caused by poor business climate, the majority have not told their stories often enough or with sufficient dramatization to compete with the constant barrage of anti-business propaganda.

On the state and local levels there are many more formidable monkey wrenches constantly being introduced into our economic machinery that impede its progress. Just about everybody claims to be opposed to unemployment beyond the normal small number who do not want or need jobs. Among this group are politicians and both leaders and members of pressure groups who continue to introduce legislation and exert strong pressure for its passage in our General Assembly that, if enacted into law, will create more unemployment beyond the present abnormally high percentage. It is correct to say that the economic machinery of Connecticut must be kept free of any more costly legislative monkey wrenches at this time if that machinery is to be given a fighting chance of expanding here to create the estimated 82,000 new manufacturing jobs which will be needed to meet the demand of our increasing population by 1965.

Likewise, it is time to take stock of the business assessment, tax and regulatory practices in all communities of the state, as well as of the attitudes of police departments, town officials, labor and other non-business groups, toward business. If, in the opinion of employers, the business climate for any reason is poor, or deterioration of a reasonably good climate is threatened by proposed action, prompt measures should be taken by community leaders, including business management, to remedy the situation before business expansion is planned elsewhere or entire industries decide to move.

It seems obvious from the foregoing descriptions of some of the monkey wrenches, now retarding our

*(Continued on page 39)*



Precision in assembly is an important part of Technicraft's operations.

# Objective: The Ultimate In Design

■ IN the beautiful unspoiled Litchfield hills of northwestern Connecticut, Technicraft Laboratories carries on its activity of designing and producing new generations of radar and microwave communication systems and components for industry and the military.

This production is carried on in two modern plants, one less than a year old, which produces stimulus for more than 200 Technicraft employees, including engineers, technicians, tool makers, master mechanics, and almost every personnel category necessary for the operation of a precision electronics facility.

## **Engineers and Financiers Start New Business**

In 1947, after V-J Day, the American Brass Company made a decision to dispose of its flexible waveguide manu-



In the laboratory, electrical measurements assure accurate production.

Precision bending of rectangular waveguide.



facturing facilities. As a result of negotiations, this portion of the company's business and facilities was sold to a group of three individuals who had been in its employ and active in the waveguide development and production program during the War. These three persons, Alton R. Anderson, Research Engineer, Alfred M. Winchell, Research Engineer and Ellsworth T. Candee, Technical Supervisor, having appropriate technical "know-how," formed a new company, together with Earle W. Couch and Dr. Howard W. Miller who contributed additional financial assistance. All became officers of the company. The new company, incorporated in June of 1947, was named Technicraft Laboratories Incorporated, by the wife of President Winchell, who, as a reward, was permitted to paint the first "shingle." The equipment which was

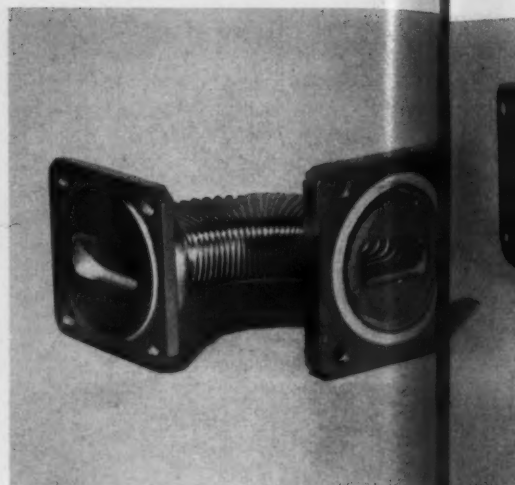
purchased from the American Brass Company was set up in a former lumber company office building, 25' x 25' in Waterbury, Connecticut. Operations started July 1, 1957.

At first, there were many problems. It was the beginning of a long period of experience and training necessary for the technical specialists to become good business managers. Factory order #1 was filled and payment received from the customer within the first 30-day period of operations. After the first five months, operations were substantially in the black. When asked by some "what if this venture doesn't pan out?"—The ready answer was "we are making no provisions in our plans for failure!"

Corporate duties did not occupy the full time of the officers. Vice President and Technical Director Anderson spent a very full day working on U.S. Navy

and Bell Telephone Laboratories development contracts, and a full evening assisting with such production as operating the seamless waveguide press. For President A. M. Winchell it was a production manager's job testing the waveguides which were manufactured, procuring materials and supplies, maintenance work, preparing shipments and delivery to the Express Station in his own car.

Because of lack of both space and equipment, there was also home work to do by some of the same people who worked both the first and second shifts. Typical of some of this work was the preparation of thin wall tubing for the pneumatic press which made the seamless convoluted flexible waveguide. Mr. Candee, Treasurer, would take long lengths of tubing to his home workshop in Watertown, and during the evening, saw it into appropriate



lengths. The following night, the President carried these same cut lengths of tubing to his home in Wolcott and annealed them in the electric range oven in his kitchen. For some of the wives, waveguide assembly work in the home replaced knitting and crossword puzzles for activity.

After the first three months, the President-General Manager lost the use of his desk when a Purchasing Agent/Customer Order Clerk was hired. It was essential that the Purchasing Agent have a desk and there wasn't room for two of them. By the end of the first six months of operations there were indications of congestion in the acute form. It was not unusual to walk from the front to the back of the shop by going outdoors, the interior being too clogged up with production. A nice open side porch, about 4 feet square, was frequently used for conference purposes.

The Technicraft organization had now grown to 12 full-time and 3 part-time employees. In June, 1948, a fairly new building was purchased in Thomaston. After the "close-packed" operations at the Waterbury plant on East Aurora Street, equipment and people seemed to be swallowed up in new quarters with 4,000 square feet of space. Although the year of 1949 was not, generally speaking, a good business year, the first cash dividend was declared. Growth was further accelerated when, as the only supplier, Technicraft Laboratories began to produce large flexible waveguide assemblies for the American Tel. & Tel. transcontinental microwave Radio and TV relay system. By September of 1950 the contractors were erecting the steel for an additional 5,000 square foot plant to be known as Building #2. It was appropriate that Building #2 was constructed late in 1950, as the unfilled

order balance January 1, 1951 was 564% higher than on January 1, 1950, with national defense contracts comprising about 62% of the backlog.

With the completion of Building #2 in December of 1950, the President-General Manager and the Vice President-Technical Director had separate offices! The new building filled up very rapidly. Now such luxuries as a full-time shipping and receiving clerk were realized. Less than ever before did the production team have to follow each order, stage by stage, from start to finish. The operations were becoming more specialized and one person could now be assigned to do single operations. The demands for Technicraft services and products continued to keep ahead of the facilities to produce and new orders and shipments continued to climb month after month.

With solutions to many of the expansion problems still unknown, the company launched into 1951 and its biggest program of new construction. On August 22, ground was broken for Building #3 which was to be approximately 150' x 85'. This building just about doubled the size of the plant and was finished just in time to celebrate the opening with the 1951 Christmas party for the employees.

A public sale of Class "B" (non-voting) stock provided additional finance needed. A brokerage syndicate bought 15,000 shares which were sold to the public for \$11.50. Par value was \$5.00.

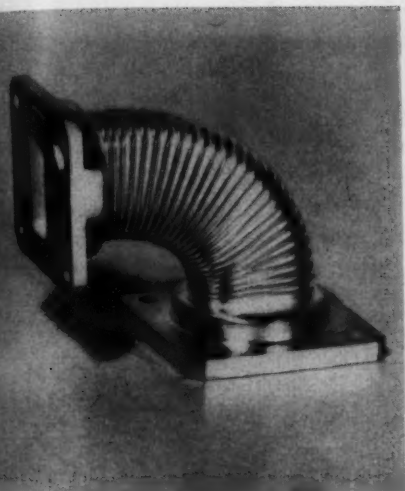
The year 1952 developed into a gruelling experience of building up the organization, especially the production team, to a total of 150 persons. Trials and errors were plentiful and, as the intake of new orders continued to exceed shipments by a large margin, the problems rapidly multiplied. Many plans of action were launched—some

of them rather drastically. With the acquisition of many new accounts, association was more and more with the giants of the electronics industry.

The year 1953 started off with a rather discouraging incident. At 12:30 a. m. on January 14th, a bad "flash" fire scorched the machine shop. Second shift employees were working there at the time but, in the spite of their best efforts, the fire raged rapidly out of control and caused considerable destruction before it was finally extinguished by the efficient efforts of the Thomaston Volunteer Fire Department. As the flames of the fire died, the spirit of Technicraft was rekindled and "operation cleanup" became a miraculous performance. This effort on the part of Technicraft people was so effective that the night shift, reporting for work at 4:00 p. m. the next day, was able to operate some of the machine positions. Some of those who came to make inspection of the fire damage, such as Winthrop Spencer, President of the Colonial Trust Company, were quick to offer congratulations for the prompt and effective restoration of facilities.

The August flood of 1955 almost swept the company down the Naugatuck river. True devotion of all employees was shown by the remarkable rehabilitation which was done. Despite 4½ feet of high water leaving 6" of mud on everything from electronic test gear to office chairs, some operations were running in one week and the entire plant functioning in a month and a half.

During 1956-57 the volume increased as in previous years except for a leveling off during late 1957 and 58 which coincided with the general national recession. However, new product development continued to multiply a list of items available for



Seamless corrugated flexible waveguide assemblies solve many difficult installation problems.

the ever increasing number of customers.

Today, the products of Technicraft Laboratories are sold throughout the world by means of salesmen, representatives, and exporters.

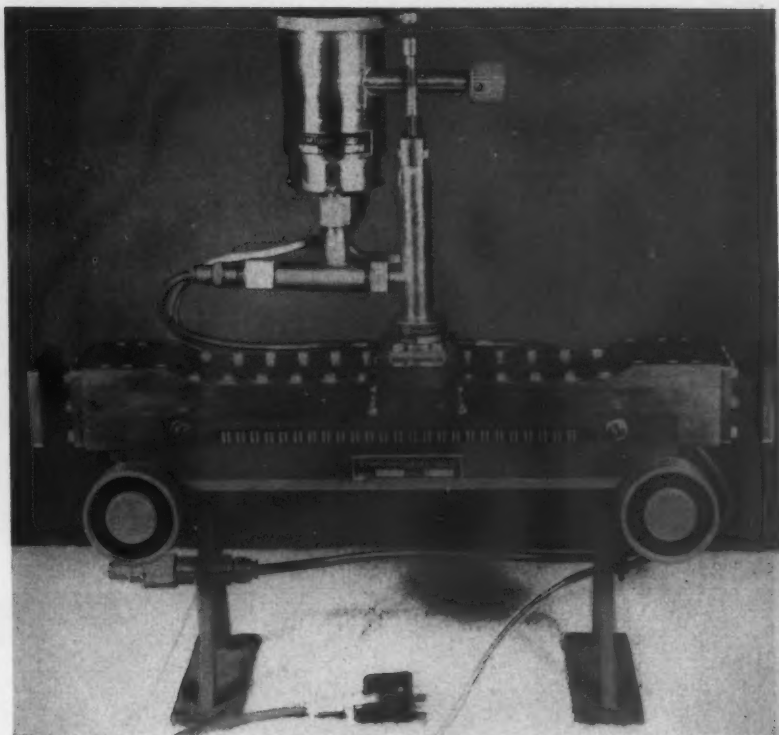
#### Technical Competence

Success in the field of electronics makes mandatory constant product improvement from both the performance and reliability aspects. In addition to company motivated improvement, industry and government are themselves consistently striving for super performance and characteristics. As A. R. Anderson, Technical Director states, "It is the dedicated duty of every technical group to improve the quality of its product line and to increase this product line by the addition of new designs. This, in itself, is a fine achievement. If such new designs can be combined with cost savings this engineering is approaching the ultimate in design objectives."

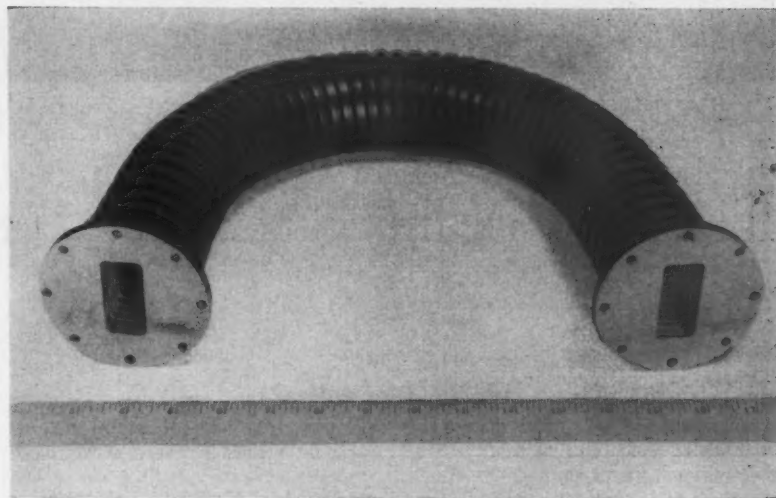
We are constantly working with new design and performance objectives and are confronted with being on the border line of the state of the art.

The word "realistic" keynotes this type of design activity in that the company must weigh the design objectives against the laws of nature. Such realistic analysis has helped Technicraft saleswise in that its technical proposals obviously indicate to customers the company's intimate knowledge of the problems and obstacles at hand, and hence demonstrates its capabilities.

Quality and service have been the primary factors behind the astronomical growth of the Technicraft Company. The adage "we have only one



Precision microwave test equipment.



Very high pressure flexible waveguide assembly for high power radar.

product—SERVICE," is a dedication to the entire organization.

#### Selling Policy

Robert F. Carleton, Vice-President-Sales, states: "A successful sales program necessitates total company sales application in addition to the usual efforts of a sales department as such. By this I mean that in selling a customer who has need for a complex electronics system your capabilities and facilities can best be sold by means of utilizing engineers and production

people as well as salesmen. This not only subtly induces the elements of reliability but also indicates an intense supplier interest which is gratifying to your customer." Technicraft uses this theory to the maximum and it has been very fruitful.

Company officers are: James Richard Nye, president; Robert S. Carleton, vice president-sales; A. R. Anderson, vice president; Ellsworth T. Candee, treasurer; Howard W. Miller, secretary; and Earle W. Couch, assistant treasurer and assistant secretary.



Typical set up for recent regional product showings by Plasticrete: left and center background, display panels of new Grille Bloc; assortment of concrete masonry bloc on tables along right wall; panels of Stiles Colonial brick above, samples of modern wire-cut brick right foreground.

## Plasticrete Stages Unique Sales

■ THE Plasticrete Corporation of Hamden has just recently completed the staging of a series of product exhibits which Connecticut architects, industrialists and building trades men have agreed were among the most elaborate and effective ever held in southern New England. Starting with a three day display in the ballroom of the Barnum Hotel, Bridgeport, November 19, 20 and 21, resumed a few weeks later in an eleven day showing, from January 19 through the 29th, at the Sanford Barn East in Hamden, and concluding for the season in a display at the Avon Country Club, Avon, from March 16 through March 20, all three exhibits have followed much the same plan and purpose. The purpose was to suggest some of the trends in modern building as facilitated by Plasticrete masonry units and brick, in terms that would be interesting and understandable to the layman executive, as well

as to the professional architect or builder.

To accomplish this, Plasticrete's exhibit was made large enough to show samples and applications of the major products manufactured by the plants at Hamden, North Haven, Hartford and Waterbury; and flexible enough to adapt to the available wall and floorspace the varied sizes, textures, shapes and colors in masonry and Spectra-Glaze Bloc. The exhibit displayed specimen panels of brick mixtures, both in traditional molded and modern wire-cut form; panels of Ramblestone or split bloc, and Roman Roughs or slump bloc; and special exhibits of reinforced Channel plank and Dox-plank for commercial, industrial and institutional floor and roof construction.

All three showings were as conspicuous for their opportunities for congenial and professional association

and discussion, as for their product-portrayal. A number of afternoons and evenings at each "stand", for example, were devoted to architects of the area. Others were devoted to contractor-builders and school building committees. Special groups of manufacturers were invited, just to see the methods a colleague was using to display his product. For instance, Plasticrete acted as host to the January meetings of the Hamden Chamber of Commerce and the New Haven County Manufacturers Association.

Altogether, 12 luncheon meetings and 16 dinner meetings, attended by over a thousand architects, builders, industrialists and community leaders from throughout the state, were held. There was no formal speech-making, but occasionally, President Ciro Paoletta reminisced briefly about earlier days of the company which he founded in 1922. There were also a few short



Officers of the Manufacturers Association of New Haven County inspect decorative wall panel of new Plasticrete Grille Bloc. Left to right, Richard J. Falvey, executive secretary, Robert I. Metcalf, and Hubert C. Hodge, and Philip Paoletta, executive vice president of Plasticrete Corporation.

## Promotion

commentaries by Executive Vice-President, Philip Paoletta and Field Service Manager, Arnold Caputo, on certain special features of the show. Among the latter was a fire-resistance testing of concrete bloc, in which only about 200 degrees of a 3000-degree F. propane blowtorch had penetrated as much as two inches into the bloc, after being trained on it for two hours at a distance of four inches.

Another item which attracted much attention from architects and laymen alike was Plasticrete's new Grille Bloc, unveiled locally at these shows. As a modern counterpart of the stone fretwork which graced classic architecture for centuries, Plasticrete's Grille Bloc illustrated the extreme flexibility of concrete masonry in design, as well as its adaptability to modern architectural functions which stone never had to serve.

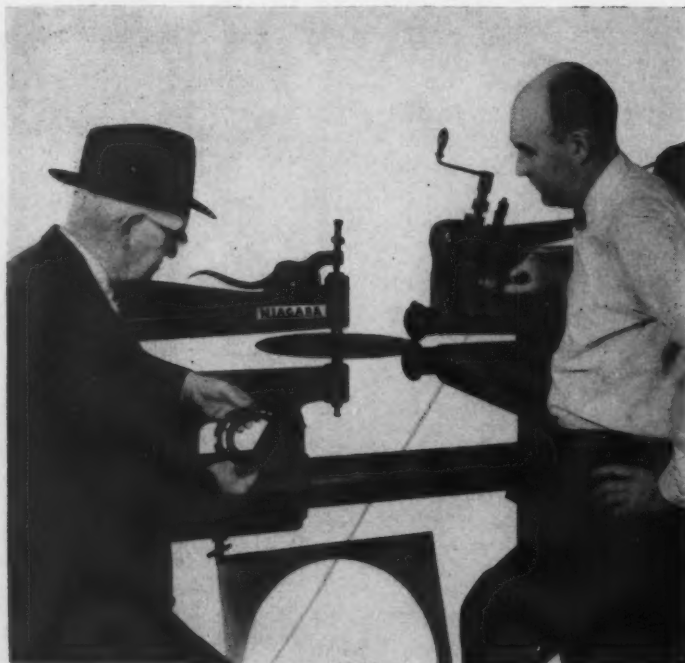


Members of Manufacturers Association of New Haven County at luncheon meeting, surrounded by various exhibits in Plasticrete's brick and masonry product show.



Customer brings in blueprint of prospective work and discusses product problem with trained Bristol metalworking supervisor.

## New Techniques Boost Machinery Sales



Production problem is solved and work completed in Bristol Metalworking shop before machinery is purchased.

■ YOU wouldn't think of buying a new car blind, without first seeing it and trying it out on the road. Why not apply the same test in buying metal fabricating machinery?

That was the thought that prompted R. M. Bristol to launch his novel plan of selling metal fabricating equipment in a small store on Front Street, Hartford, in 1943 with one piece of equipment—a metal shrinker and stretcher.

But that thought, in turn, was spawned through Mr. Bristol's chance meeting of a salesman during one of his customer calls while selling plumbing supplies for a New York company. The salesman suggested that he could do very well selling a metal shrinker and stretcher made by a Newark, New Jersey company. Losing no time, he made an appointment with the Newark company with a view of getting the sales rights for the New England territory provided he was convinced of the value of the item.

After watching the Newark company salesman demonstrate the metal stretcher and shrinker and make four sales in one afternoon as a result of demonstrations, he was completely sold, not only on the sales possibilities of the metal shrinker and stretcher, but also on the idea of launching a business to sell a wide variety of metal working equipment by permitting prospective customers to sell themselves on the equipment by first trying it out themselves. Launching his business with the single metal shrinker and stretcher, Mr. Bristol gradually secured representation for other lines. As business expanded he was forced to move to larger quarters in a new building on Sullivan Drive, East Hartford, where the idea of demonstrating machinery and permitting customers to try it out on their own work was developed still further with the addition of new equipment to his line.

Proof that the "try before you buy" technique is growing in popularity with customers and potential customers in the metal working field is seen by the necessity of a second move to larger quarters in the Bristol Metal Working Equipment Company's new plant just completed last year at the corner of Burnside Avenue and Tolland Street, East Hartford. In this new plant the Bristol company carries in stock, set up in operation, a complete line of metal fabricating equipment, including brakes, shears, rolls, formers, nibblers, notchers, metal shrinkers and stretchers, bead-ers, crimpers, presses, spotwelders, slitters, angle iron shears and benders, 5000 punches and dies and rivet squeezers.

Using the self-demonstration tech-

(Continued on page 39)

# Guide To Marketing "Road Maps"

By JOHN B. FAIRBAIRN, President  
Fairbairn & Co. Inc., West Hartford

Because of the increasing importance of locating and analyzing profit potential of the market for a given product before wasting company assets for expensive production tooling and sales promotion, CI asked Mr. Fairbairn to sketch some "guide lines" that would be helpful to small and medium size companies in pinpointing their sales prospects. As will be noted in this first of a series of articles, much time-consuming work is required to locate the sales prospects after the "road maps" are located. Much more careful analysis naturally follows to determine the possible profit potential of that share of the market a company may expect to secure with a given product.

■ OVER a year ago, in Hartford, a tape recording was made of a marketing panel discussion. The research and marketing directors from four leading publishing firms talked about where and how to find information. Yet when a transcript of this tape recording was given the sales vice president of a Connecticut equipment manufacturer, he studied it in vain to learn how he would go about finding the prospects for a new type of machine.

Here is an example of the difficulties the average business man meets when dealing with marketing problems. The subject reaches into so many corners of manufacturing and distribution and presents so many entirely different faces to different businesses, that when marketing experts attempt to discuss situations common to all enterprises, they are forced to talk a specialized language of generalities. The discussion that was intended to give our sales vice president a "selling road map" proved as meaningless as an electrical engineering drawing to an African pygmy. To help men desiring to use some phase of marketing as a management activity, this article was written—not to picture with photographic clarity every marketing process of interest to every reader . . . that would take many volumes . . . rather, to tell how to find certain "road maps," along with the people who can explain them.

Marketing is like the nervous system in the human body. Because it reaches into most of a manufacturer's departments, it is today talked about as the "marketing concept." Here we are referring to something different from what you would find in a textbook on marketing, which would describe the paths taken and problems

met as goods travel from farm, forest, mine and factory through the "market" to various users. The current term "marketing concept" refers to a manufacturer's organization. It concerns numerous activities for keeping products selling well. It embraces activities sprawling out from the sales department into all departments of the organization. It reaches beyond advertising to billing procedures, cost records, credit methods, production scheduling, expense control, product pricing, warehousing, new product developments. To a certain extent each man in charge of each of these functions is thinking, during part of the function, in terms of "who and where are the buyers, what are they paying and what are they looking for." Though sales and advertising people are the first to look for this information, the use of these facts cooperatively by most all departments is what makes for operation under the "marketing concept."

Selling looks different according to a manufacturer's size. The owners of a tool and die shop, where one man does several different kinds of work, find they have viewpoints differing from those of people in companies large enough for departmentalized operations with specialized executives. Again, the selling process looks different to men making a consumer product sold to the public than it does to manufacturers of industrial goods purchased by factories. Therefore, this article will talk about each marketing "road map" from several viewpoints.

## Search Route For New Machine Prospects

Let's take, as a starter, our sales executive with a new machine. Sales would be made to metal-working fac-



JOHN B. FAIRBAIRN

tories, to industry; not to consumers. His plant is medium sized. That means some departmental experts, including an advertising manager, who can assemble figures. But his plant is not large enough to employ a marketing manager or a sales statistician. It's an operation large enough to maintain sales guidance records yet needing some specialized services from the outside.

For his first "road map" he can turn to his Advertising Agency. Whether or not his agency performs marketing services, it can help him locate services and reference material geared to his needs.

Regardless of who does the figure work, information showing the number (but NOT the name) of metal-working industrial plants, comes originally from the 1954 Census of Manufacturers. These plants are arranged in the census according to principal products manufactured, and this arrangement is called Standard Industrial Classification, for which the "road map" is the Standard Industrial Classification Manual—1957. (Note—inaccuracies of classification occur when plants produce more than one product, but these can be partially corrected from source material to be discussed in a later paragraph).

It is a long, tedious job to "dig out" of the census a count of plants by type. To save your time several publishers have added and arranged these figures, also matched them with Social Security information to obtain locations. Iron Age magazine has compiled

(Continued on page 42)

# TRADE WAR: USSR vs. U.S.A.

By J. ANTHONY MARCUS, Pres.  
Foreign Trade Institute  
New York, N.Y.



J. ANTHONY MARCUS

■ THE SOVIET regime declared economic war against us within days after it came to power. The foreign trade monopoly was created immediately thereafter. From the very start it was designed to serve the overall plan of world revolution, infiltration, subversion, sabotage, creation of chaos in all economic branches of the non-communist countries.

Lacking finances, the regime exported items urgently needed at home. The revolutionary goal had to come first. This was in consonance with the Lenin declaration and teachings. Pressed by a skeptic friend to explain how he could build socialism in backward Russia, he replied: "It is not a question of Russia at all. I SPIT ON RUSSIA! This is merely one phase through which we must pass on the road to world revolution."

Everything that has transpired since has confirmed the seriousness of the challenge to the free world. Yet forty-one years after we still find ourselves exploring the phenomenon. We are still groping in the dark as to what to do about it, grasping at straws handed out by amateurs after brief visits to the Soviet Union.

## Conferences Are Futile

It is too late in the day to waste time discussing the pros and cons of com-

munist. The time for action, courageous, consistent and persistent action is too long overdue. Another round of conferences with the red enemy will do us no good. We have been sitting with him in the United Nations for nearly thirteen years and what have we ever accomplished? Every practical move to secure peace, to help industrial progress has been thwarted by the Kremlin. We have had our Geneva summit conference, and we are today worse off than before.

From Lenin down to Khrushchev we have heard the same refrain: "We will never deviate from our goal of extending socialism." "We will bury you." "We declare war on you." Had we taken time out from our silly past-times we could have long ago mastered the frank statement of the Soviet founding father, Lenin, who said:

"We have never concealed the fact that our revolution is only the beginning; that it will lead to a victorious ending only when we shall have inflamed the whole world with its revolutionary fires."

## Confusion—A Weapon Of Conquest

It is because of this that recent headlines have come to disturb some and confuse others. Dispatches from Moscow designed to confuse the gullibles and wishful thinkers read:

"Soviet Asks West to Discuss Trade."

"Moscow Asks West's Help to Produce More Goods."

"Soviet Suggests Trade Ministers of East and West Meet in Fall."

"Stevenson Finds Russia Eager to Renew Wide Trade Here."

and more to the same effect.

What is the nature of the trade the Soviets are seeking? To buy our consumer goods? No, of course. Throughout the past 41 years the Soviet peoples have lived through perpetual famine in the most urgent necessities of life, but their regime refused to buy abroad. Why? Was it lack of funds? It has had billions of dollars for communist mischief in all parts of the world. It has lacked no funds for jamming American broadcasts. It has had the funds to finance the Korean war against us.

The reasons must be sought elsewhere. First, to import American consumer goods would have been a great advertisement for capitalist America. The Russian masses would have been quick to compare the superior qualities of our products with the shoddy, miserable things their country is producing. That would be bad propaganda for communism. Second, to purchase consumer goods here would help our employment, help the capitalist system which they are out to destroy.

What, then, do they want? Listen to Soviet deputy Foreign Minister Aleksei V. Zakharov speaking in Geneva on April 10, 1958: "What we want is an exchange of experience and materials on a commercial basis; an exchange of technical information; an exchange of patents and agreements for production licenses."

A very innocent request had it come from a civilized government, but a very dangerous one for us coming from the most violent enemy of America. If we ever acceded to those requests, what would have happened to us?

They would learn our consumer goods production methods and flood the world with them to hurt our foreign markets. They would learn to manufacture our machinery and equipment and not only use them in their own country but sell them to our customers in foreign countries at ruinous prices to drive us out of those markets. They will not use their increased production to raise living standards at home. As Lenin had said, the Communists spit on Russia, which is merely a guinea pig for their grand designs. Any one who tells you the contrary is a hopeless dupe and ignoramus.

## Aid To The Enemy

Another set of cheerless headlines filling our newspaper pages of late only bear out my warnings since Nov., 1947. Here are some of them:

"Russia Dumping Oil on World Market."

"Soviet Exports Reach New High."

"Trade War is Pressed by Russians."

Address delivered before the All-American Conference to Combat Communism, Claypool Hotel, Indianapolis, Ind., Nov. 15, 1958 with only slight briefing of a few sentences.

"Red Dumping Hits U. S.—Latin Trade."

"Soviet Economic Threat and the Investor."

Belatedly Mr. Sinclair Weeks, recently retired Secretary of Commerce, began to take notice of the situation. And what was his first step? He removed many strategic items from the restricted list which helps the Soviets gain their objective. I suppose the Geneva spirit, long dead as far as the Kremlin is concerned, is still lingering in Washington.

Examine, if you will, Secretary Weeks' parting shot. Instead of tightening the controls on exports to the enemy, he has loosened them. A front-page headline in the *N. Y. Times* heralded the good tidings, good for the enemy: "U. S. Relaxes Curbs On Exports to Reds." Rejoice, my fellow Americans! Your enemy will now be able to get what he wants—"rubber, paper, petroleum, glass, abrasives and iron and steel products; ores and metals; electrical, industrial and construction machinery, machine tools, vehicles, railroad equipment, chemicals and scientific and professional instruments."

Overnight items which had been long considered highly strategic have been declared non-strategic in order to appease the unappeasable enemy. Look for greater illogic, if you can; search for a more criminal act against our country, if you will. I hope that the new Secretary of Commerce, Mr. Lewis L. Straus will look into this promptly and reinstate the removed items to the restricted list.

Mr. Weeks' second step was to organize a business panel to study the Soviet Union's trade offensive, as reported in the *N. Y. Times* on July 18, 1958. You may judge the nature of the results of this panel by the calibre of the men he had appointed. All of them, to be sure, were perfectly fine citizens and no doubt competent executives in their fields, but they were mere kindergarten children in our life and death struggle with the Kremlin contract violators, thieves, cheats, and murderers. Not one of the panel members has had the slightest practical experience with the Soviets, none of them with any Russian background.

### The Brainwash For American Visitors

One member, the President of a large industrial firm, had the distinction of spending three weeks in 1956 on a tour of Russia, enjoying lavish receptions staged for him in the real brainwashing manner revealed by me in an article in the *American Mercury* of August, 1956. Returning home, this executive, at the expense of the stockholders, dedicated a richly illustrated "special issue"

of his factory organ, 62 pages, to the glorification of the Soviet communist paradise. Here are a few gems from his pen:

"But he (the Russian) is sold, and his loyalty to communism goes beyond the fact that he knows nothing else, and it goes beyond the power of the state to keep him in his place by force.

"The Russian is for communism in spite of the fact that communism is not the great equalizing force it is theoretically supposed to be. . . ."

*This is an absolutely false premise.* The millions of Russian peasants and workers who perished in their fight against the Soviet collectivization and enslavement proved conclusively the falsity of this man's information. The countless revolts, drowned in blood by the beastly secret police, against the communist regime further contributed conclusive evidence of their hostility to the Kremlin rulers. The above quotation is given as an example of the damage such people are doing to America. If Khrushchev had spent ten million dollars on that 62-page book, it would have been a cheap investment for communism.

### Blind to the Obvious

Those in these United States who are still entertaining illusions about the possibility of appeasing the Soviet leaders, would do well to ponder over the following statement by Khrushchev in October, 1955, to the Supreme Soviet session in Moscow:

"If some leaders think that we have violated the 'Geneva spirit' by contending that we are convinced in the ultimate victory of socialism, if we still stand behind the teachings of Marxism-Leninism, it is evident that such leaders are not clear about the meaning of 'the Geneva spirit' . . . They should be reminded that we have NEVER deviated and NEVER WILL reject our ideas about our struggle for the victory of communism. . . ."

How often will our gullibles fall into the Soviet traps? Mr. Roosevelt thought he had persuaded the Kremlin to do away with the Comintern. They fooled him by merely changing the Comintern's address. At Yalta, Stalin promised to permit free elections in Poland after the war, and put Poland in chains under communism. Stalin's stooge, Maxim Litvinoff, made promises to Mr. Roosevelt when the treaty of recognition was signed in November, 1933, and began to violate the letter and the spirit of the treaty the very next day. This and much more has been our experience since 1933, but, apparently, it is still not enough for men who refuse to understand the true nature of the Kremlin barbarians.

The relaxation of trade with the

**ABOUT THE AUTHOR**—Mr. Marcus, a Russian immigrant to America at the age of seventeen, with a vocabulary of three English words, first demonstrated his mental capacity by becoming the youngest immigration officer in America within three years. His next stint was with the FBI in Chicago, followed by service in the U. S. Bureau of Foreign and Domestic Commerce, where he became an expert in Latin American Affairs. In the 1920's he served as relief and rehabilitation director of the American Joint Distribution Committee in Russia, Hungary, Poland, Latvia and Lithuania, during which period he organized three central banks with 223 cooperative independent banks in Poland, Latvia and Lithuania. In 1933 President Roosevelt, in recognition of his outstanding knowledge of economics and foreign trade, appointed him advisor to various Senate Committees concerned with the country's economic situation. Among his many other services rendered for government and private business, too numerous to mention, he served as economic advisor to the RFC, as buyer, seller, investigator and negotiator in Russia and Europe for government and American and foreign business firms such as Studebaker Corporation, American Radiator Corporation and Standard Sanitary Corporation, and many others.

Mr. Marcus' understanding of economics, of Russian psychology, his familiarity with the writings of Lenin and Stalin and his perception of Russian aims, coupled with his forceful and prolific writing and speaking abilities and his aggressive patriotism make him one of America's most distinguished and valuable citizens in our present critical period of conflict with the Soviet Union. Unlike many other writers and lecturers who deepen our fears concerning the galloping spread of communism but have no concrete suggestions to counter it, Mr. Marcus has a definite program to meet the Soviet challenge—a challenge that demands the highest priority in terms of thought and action by government, business, labor and all other leaders.

C.I. is indebted to Mr. Marcus for the privilege of publishing this hard-hitting address detailing the Russian threat and suggesting a minimum program necessary to meet it.

Soviets will lead to still greater concessions to the enemy. It is a fore-runner, I predict, of recognition of China and the seating of the Chinese murderers of tens of thousands of American boys in Korea. This, I am sure, will please the propagandist of the American Foreign Policy Association, its research director Mrs. Dean, and others of similar tax-free institutions.

Of course, we are not alone in helping the enemy at a time when he should be shunned like the plague. On Sept. 13, 1958, the press reported from London that a British engineering firm had secured one of the largest contracts ever concluded with the Soviet Union. The firm will build for Russia one of the biggest tire factories in Europe. Those who permitted this apparently do not consider rubber tires strategic. They must think the Russian children will use them as hoops to play with. . . .

### **Beguiling Innocence Most Dangerous**

And the most recent stupidity to be recorded in our own domain is an agreement signed by Dr. Delev W. Bronk, President of the National Academy of Science and Wallace R. Brode, Assistant Director of the National Bureau of Standards, with the Soviet officials. It provides an exchange of lecturers, holding seminars on various scientific matters with their counterpart in the Soviet Union. A seemingly innocent step, but most dangerous for America. Our scientists are a very naïve group. Conniving, stealing, cheating is alien to their minds. And while Soviet scientists are just as noble and fair, they are living in an atmosphere where a saintly man like the poet Pasternak cannot survive unless he too lies, misrepresents, calls black white, day night in order to aid the communist rulers. The Soviet scientists, under the penalty of death, will not be able to give our men anything worth while, while ours will give their shirt away to show how good and kind they are. I know this from personal experience in the Soviet Union for many years. A native-born of that country I ought to know something about the people. During my many sojourns in Russia I witnessed many occasions of trying to wrest from foreigners information that would enable them to industrialize without paying the price. I embodied this experience in an article published in *Plain Talk* magazine in November, 1948 under the heading, "How the Soviets Steal Our Industrial Secrets." The Soviet interpretation of reciprocity is "You give us everything, we give you nothing." It is the outgrowth of an old Russian saying: "Nye obmanyesh, nye prodash"—if you don't cheat, you don't

sell." The gentlemen of the Kremlin are at all times seeking to cheat us in order to entrap us. The tragedy is that they seem to find plenty of takers here.

### **Gullibility In Washington**

Last summer, a State Department official, paid to protect the interests of this country, took the executives of our chemical industry to task for refusing to admit to their plants and laboratories Soviet visitors. There is indeed something wrong in Denmark or in Washington. I have been telling audiences that not even if Mr. Eisenhower or Mr. Dulles were to beg me on their knees would I allow a single representative of the Kremlin to cross the threshold of my factory.

To allay the fears of those who feel outraged by the stupidities some of our bureaucrats are perpetrating, the Under Secretary of State for Economic Affairs (Oct. 5, 1958) told a businessmen's audience in New York not to be disturbed by the Red trade offensive in the less developed countries. The Soviet Union, he maintains, will run into difficulties, since Russia has no great need of their commodities and does not actually want to make such countries viable. He does not, apparently, know that even if the Soviets do not need those products, they could sell them in other countries for hard currency. Besides, making a profit is not the real goal of our Soviet enemy. Bringing about confusion and chaos in those underdeveloped countries in order to engulf them is their most important objective.

Mr. Dillon confessed that "The Soviet Union was seeking large amounts of machinery and equipment in chemical, mining, construction and tire manufacturing." As you see, all of that is of a most strategic nature. Besides, there is nothing, that the Soviet regime considers as non-strategic. Anything FROM A PIN TO AN ATOMIC BOMB IS STRATEGIC TO THEM. Even a toy is strategic because it uses raw materials and labor which could be diverted to war material. A pair of shoes, a barrel of herring, a hat or harmonica—all are strategic in a country where the entire industry is geared to war, a war not of defense but of offense only because in other countries there are people who value freedom above anything else.

### **Unpardonable Naiveté In High Places**

Mr. Dillon, the Under Secretary of State for Economic Affairs, further assured his audience that the Soviets would not get very far in their quest for important machinery because "of trade controls, the limited market in America for Russian exports and shortage of Russian funds for exchange."

This surely shows his naïveté, to say the least. His obstacles are easily surmounted. Everyone who has had even slight experience in foreign trade knows that. A British importer can buy in the United States the machinery the Soviets want, export it to a third country and reship it from there to Soviet ports. As to the limited market for Soviet goods in America, that too is no obstacle. The Soviets sell to England, for example, more than they buy there. They can, therefore, use the British currency with which to pay off the deficits in the American market. Surely an Under-Secretary of State for Foreign Affairs ought to know that elementary little bit. Besides, the Soviets have plenty of gold bullion in the Gosbank vaults, the product of hundreds of thousands of Soviet slaves laboring under the merciless lash of the sadistic communist police.

Since 1917 we have had endless numbers of officials in our services who did not know what they were talking about. For example, I have a clipping taken from page 2 of the *New York Times* of Aug. 14, 1920. It tells of a dispatch from Washington which quoted the late American Ambassador Francis, who was in Petrograd when the communists wrested power, in which he predicted that within six months there would not be a communist government.

I might cite a more recent and dangerous official prediction which has already done incalculable damage to this country. On Dec. 24, 1943, the late President Franklin D. Roosevelt told an audience: "I believe he (Stalin) is truly representative of the heart and soul of Russia; and I believe that we are going to get along very well with him and the Russian people—very well indeed."

How "very well" we have been able to get along with Stalin or his successors, we now know only too well. We won the war against Hitler and lost Eastern Europe to the Kremlin. We won the war against Japan and lost China to the Communists. American boys have to do garrison duty in many parts of the world. Our budget this year is 72 billions, and will be a mere trifle of 78 billion dollars next year. We have lost the friendship of 195,000,000 anti-communist citizens of the Soviet Union only because someone in Washington had sold President Roosevelt the false notion that he could get along with Stalin "very well indeed," and acted accordingly.

This is all the more unpardonable because all he had to do was to request the State Department to bring to him the secret dispatches from our Russian Ambassador Bullitt from 1934 to 1936. He would have read, for example, the following warning by our Ambassador:

"We should not cherish for a moment the illusion that it is possible to establish really friendly relations with the Soviet Government or with any communist party or communist individual." And many more of the same tone.

If the Soviets are now able to wage economic war against us right in our own back yard—Latin America—it stems from the economic, technological and industrial aid the Roosevelt-Truman administrations had lavished upon our enemy. Not only has this aided in the war effort, but it has given them a head start for the post war period to help them back on their feet in order to carry on the mischief we have been suffering from ever since 1945.

### Mischief In Latin America

Here are some figures on the latest doings of the enemy in Latin America. On Nov. 7th we learned from press dispatches that four tankers bearing 500,000 bbls. of Soviet crude oil were nearing Brazil's coast. Another 2,500,000 bbls. was to follow in due course. A Soviet offer to sell Brazil *at cut rate prices* about 200,000,000 tons of oil is now under consideration.

A deal with communist Czechoslovakia for transport aircraft is being negotiated now. Brazil has also received a large proposal from Moscow for the sale of commodities, industrial and railroad equipment, as well as supply considerable credits.

Early this year, communist Poland sold Brazil 12 coastal ships. Tea-drinking Red China, which needs coffee like a hole in the head, has offered to buy in Brazil 500,000 bags of coffee for cash, paying in pounds sterling, genuine or counterfeit, I do not know.

Brazil has no diplomatic relations with the Soviets. Why, then, all this rush to do business with her? The answer is, first, to take away our market and hurt our economy as part of the Soviet war against the United States. Second, to penetrate the largest and most populated Latin American country for subversive operations against Brazil and the rest of the Americas. This drive for Latin American penetration is part of the Soviet long-range policy as explained to the Lithuanian Foreign Minister in 1940 by former Foreign Minister Vyacheslav Molotov, well known to us all, in the following words:

"We are not fighting America as yet. But once we have deprived her of her markets, crisis will follow and cause confusion. After we have taken her markets in Europe, expelled her from Asia and elsewhere, she will have no markets where to dump her merchandise. She will curtail production, and

there will follow unemployment. Our opportunity to square accounts with America will be at hand."

### Communist Trade Monopoly Grim Threat To Free Enterprise

On the basis of long and direct experience with Soviet economic thinking, I must warn you and the rest of our people that our free enterprise is no match for the Soviet foreign trade monopoly, especially now that it is linked with the similar foreign trade monopolies of all the satellites and China. While our private companies are restricted by anti-trust laws, we are permitting the powerful Soviet monopoly to operate here undisturbed, and American firms are not permitted to function within the Soviet Union or the satellites.

This subject was dealt with by me in an article "Soviet Trade Piracy in the United States." A Senator inserted it into the Congressional Record immediately after publication in October, 1949, *and there it died*. No one has taken the trouble to look into the outrage.

Our officials are often afraid to do or say things because, as someone has coined the phrase, "we must not needle the Russians." The Soviet rulers may needle us and murder American fliers, kindap and murder people right on our soil with impunity. My article "Soviet Industrial Espionage in America" was accepted for publication in May, 1948 and then rejected because, as I was informed by the editor of a leading monthly, "someone in the State Dept. has suggested we should not needle the Russians." Is it the result of cowardice, stupidity or subversion?

Small wonder that the President of the United States had to confess to our people in his Report to the Nation on Aug. 6, 1953, in the following gloomy terms: "The future, both immediate and distant, remains full of trial and hazard. The end of our staggering economic burden is not yet in sight. The end of the peril to peace is not clearly in view . . ."

Five years later, we find the situation even worse than in 1953, and it would not surprise me to see our national budget reach a hundred million and more within the near future.

It might be well to review one of the more recent blunders. The Soviet military personnel has been indoctrinated that the Soviet regime would never attack first, but would fight to the last for its own soil. In the early part of 1955, shortly before the lamentable Geneva Summit meeting, the top echelons of the military personnel were told in secret conferences that the policy had been changed. Reasons? "In an atomic-hydrogen age," they were told, "the victor will be he who attacks

first. Since we must be the victors, we have adopted the policy of launching surprise attacks first."

Among those who listened to this new policy announcement was a young intelligence officer. He and his colleagues were so shaken, that at the first opportunity when he found himself on official business in East Germany, he surrendered to the American military authorities in West Germany. He did this, so he declared, to alert the free world of what was impending for them.

I related this to my audience in Dallas, Tex. on Dec. 12, 1956, and then in Baltimore on Dec. 14, 1956, with resultant publicity in the press. But long after that when a newspaper reporter at one of President Eisenhower's press conferences asked if the Soviet policy had hardened towards us, the President said he did not know. When this became known, it would have been the right thing to confront the Soviet United Nations delegates to confirm or deny. They should have been put on the spot as plotting surprise attacks against the free world. But our wishy-washy delegates in the U.N. lacked the common sense and the courage to stand up when a golden opportunity was theirs.

On Nov. 5th 1958 a U. S. delegation, headed by Mr. William C. Foster, left for Geneva to discuss with the Soviet officials "on technique for preventing surprise attack." And at the very first session on Monday, Nov. 10th, 1958, in the very opening remarks of the Soviet leader of the delegation it was evident that they had not come to deal in good faith, as has been their fashion throughout their career for 41 years. The red leopard can no more change his spots than the jungle variety. (Ed. Note—This fruitless conference still drags on as we go to press, and should be ended pronto to save a few taxpayers' dollars and to remove any further illusions about our ability to effectively negotiate to stop a surprise attack.)

### The One Bright Hope

And yet it is common knowledge to men of my Russian background and experience, which I have been shouting from the housetops for the past twelve years, that the Soviet regime is scared to death of a shooting war with the U. S. A. Mrs. Roosevelt could not get this from Khrushchev when visiting him, neither could Mr. Stevenson or Walter Lippmann. Certainly none of our tourists could get it from the frightened men and women of Russia who dare not speak to foreigners about what is actually on their minds and hearts. But Khrushchev and his colleagues know it only too well that, as

Stalin had said to Eric Johnston during the war, "The Russian people will not fight for Stalin or the Communist Party, but they will fight for their native land." The present rulers know what happened to Stalin's armies when Hitler invaded. They deserted their posts by the tens of thousands. They would do it again if their rulers venture another war, and that would spell the end of communism.

### **Our Trojan Horse— The Fast Buck Boys**

Fear of a shooting war, therefore, prompts the Soviet leaders to concentrate now on the economic war against us. In this, they know, they can find many allies among our so-called friends on whom we have in recent years spent tens of billions of dollars to help. They know they can find them right here in America among men whose desire to make a fast buck is more important than the preservation of our freedoms and our way of life. They know what Lenin had said, that when it comes to hang the capitalists, they will bid for the rope. Those of our people, those of our officials who help facilitate the exportation to the Soviet Union and any of its satellites our machinery and equipment, our technology and our methods of mass production are the men who are bidding for the rope from which they will dangle in the streets where they now live when the enemy gets the upper hand.

The Soviet leaders know that we are not planning to attack them. We could have done this with ease right after the war when we had the monopoly of atomic weapons, but we did not. They know that no other people on earth have ever been so charitable, so humane, so devoted to peace and freedom as ours. Why, then, this bitterness against us, this plotting our destruction?

The answer is—our free institutions. Even if we were as small as Honduras, as Switzerland, *BUT FREE*, the Soviet leaders could not rest peacefully in their Kremlin fastness. They know that sooner or later the freedom-hungry Russian masses would destroy them because of the shining star of freedom from this world fastness of freedom. They know that given 48 hours of freedom, the sort of freedom the Russian peoples enjoyed between March and November, 1917, communism would be a thing of the past.

### **Appeasers and Apologists**

But the Soviet leaders have tested our statesmen and have found them easy to intimidate. The Korean war has proven that a few cowardly neutralists like Nehru of India could bring about the tying of the hands of General Mac-

Arthur and Van Fleet and others who could have defeated the Chinese and ended the nightmare in the Far East. They know that a Menshikov or a Gromyko could crack a smile and our gullibles would dance for joy—the millennium they would think was around the corner. They also know that our citizens can be easily brainwashed. That is why the Soviets are moving heaven and earth to induce Americans to tour Russia. Listen to the brainwashed—Mrs. Eleanor Roosevelt, Cyrus Eaton, Mr. George S. Franklin of the Council on Foreign Relations, Mr. S. C. Allyn, President of the National Cash Register Co., even Mr. Stevenson, whose articles were the best written, how a few days in Russia, unable to converse with the people in the privacy of their homes even if they could speak Russian and the other tongues used in that country, have returned full-blown experts on Russia to tell us that the Russian masses love their tyrants, and love their enslavement of the peasantry and workers.

Reviewing Mrs. Roosevelt's latest book on Russia, Miss Margaret L. Coit waxed lyrical about Soviet achievements. "For the Russian," she wrote, in the Sunday Times Book Review, "the comparison is not the Soviet Union versus the United States, but the literate, productive, increasingly prosperous citizenry today contrasted with the poverty-stricken, illiterate peasantry of forty years ago. What earthly incentive would they have to rebel?"

### **Russian People Disagree With Brainwashed Tourists**

This, my friends, is what Mrs. Roosevelt thinks, this is what the Communist Party of Russia and all other countries think, *but THIS IS NOT WHAT THE SOVIET MASSES THINK*. They who have paid the price in human suffering, in total deprivation of freedom and the dignity of man—*SVOBODA*—can never forget nor forgive their tyrannical rulers. Promised freedom, they have been given by the communists the worst form of slavery man has ever known; promising bread, they have ushered in perennial hunger; promising freedom from exploitation, they have instituted the most inhuman work system in the world; promising freedom from the Tsar's secret police which at its worst counted possibly two to three thousand agents, the communists have created a secret police system counted in the hundreds of thousands and reaching into every home of the land. The Soviet masses know that they could have made far greater progress in human achievements without the tens of millions of victims. The peasants know that by 1914 at least 75% of them were tilling their own soil, although at the time

serfdom was abolished in 1861 none of them owned a single acre of land. Those of us who had lived in Russia know only too well that the country was booming industrially, culturally and economically when the first world war broke out. They had the finest educational system in the world, a system which the communists were compelled to restore after trying out our so-called Progressive education which only retrogresses our children, and school construction was rising annually. These and many other things are not known to Mrs. Roosevelt, Mr. Allyn and the others who are now telling us that the Soviet citizen has no cause to rebel.

Our Soviet brainwashed tourists do not know and certainly cannot understand the freedom-starved Russian peoples whose family members have been tortured to death in secret police chambers and in slave labor camps. The overfed can never feel the pangs of hunger of the starving. To the best of my knowledge Russia alone has given the world the adage: "Happy is the bird in the golden cage, but happier still on the green twig." Why? *Freedom is the answer.*

### **Early Warning Unheeded**

Twenty-one years ago, America's first Ambassador to Russia, Mr. Bullitt, sounded the following warning which, unfortunately, has never been heeded by our Washington Administrations. On page 292 of a State Dept. volume published in 1952, dealing with Soviet-American relations, 1933-39, dispatch No. 1537, we read:

"Moreover, the time is not distant when the Soviet Union will become a dangerous factor in the field of international trade. The Soviet Government has not the slightest intention of abandoning its monopoly of foreign trade. It is attempting to make itself as self-sufficient as possible and it will use its monopoly of trade ruthlessly to undersell to injure enemies and to assist its friends. It will not, in good faith, enter into any international agreements which have as their object improvement of the general economic condition of the world. It will, on the contrary, try to produce as much chaos as possible in the economies of capitalist countries in the hope that misery may beget communist revolution . . ."

The present Soviet trade offensive against us is the fulfillment of Bullitt's prophecy. Yet most of those who have everything at stake care the least. To attend the last football game of the season is more important to them than to devote some time and effort to help eradicate this red cancer. The offensive against us would have come much earlier had it not been for the second

world war. But the results of the war make its ferocity much greater, its devastating effects on our economy all the more disastrous. Why? Because the Roosevelt-Truman Administrations, under the guidance of socialist Harry Hopkins, gullible Henry Wallace, and naïve Secretary of State Stettinius, and others, had turned over to the enemy priceless technological data by the carload, shipped them whole factories costing us tens of millions of dollars to serve not only the war needs but for the post war period. Add to that the Soviet enslavement of tens of thousands of German, Czechs, Hungarian, Austrian and other engineers and highly skilled technicians, plus the stealing of their factories, machinery and equipment, and it becomes clear what a formidable enemy we are facing.

From now on let our labor leaders Reuther and Meaney, let those who *constantly mouth* about preserving free enterprise *but do nothing, let them all beware!* A few more acts like the parting gesture of appeasement to the communists by the former Secretary of Commerce Weeks, and America's economy will be heading for the precipice.

### Big Smoke—No Fire

There is no shortage of trade organizations. To the everlasting shame of many of them, they have not taken any notice of the creeping dead hand of the communist trade war. They cannot claim ignorance. Since the conclusion of the war, I alone have had published innumerable articles on the subject—"Soviet Industrial Espionage," ten years ago; "Soviet Trade Piracy," nine years ago; "The Reds Reach for Your Wallet," eight years ago (about 4,000,000 copies plus the Congressional Record); "America's World Traders Cannot Ignore the Soviet Challenge"; "How Soviet Disruption of World Trade Fits Into the Kremlin's Basic Strategy" and hundreds more, to say nothing of innumerable speeches, such as "It's Five Minutes to Midnight," "The Road to Doom and the Road to Victory"—all to no avail. Call it what you will, complacency, apathy, laziness, faith in the ability of Washington to save us from the unavoidable. *I call it irresponsible cowardice.* Here is a shining example of the way the organized segments of our economy work:

In October, 1951 the National Foreign Trade Council passed a resolution which said, in part:

"We must shun moral compromise and the surrender of basic principles. We must realize that friendship cannot be bought. We must demonstrate, by word and by deed, our determination to resist aggression, and our dedication to the preservation or restitution of human rights.

"Let us ever remember that our priceless heritage of freedom cannot be willed or inherited. It must be fought for and defended by each succeeding generation."

Beautiful words and sentiments, but worthless without action. Not a word what we should do "to resist aggression"; not a sound how to preserve or restore human freedom while the Kremlin stands in the way. Not a finger has ever been lifted by those phrase patriots to fight for and defend our heritage.

This, my friends, is the record of all, absolutely all our societies, associations and councils, not excepting the Sons and Daughters of the American Revolution. Merely shouting down home-grown communists will lead to nothing. We must go to the head of the octopus in the Kremlin, we must help the Russian peoples liberate themselves and not listen to the babbler extraordinary of America, Mrs. Eleanor Roosevelt and her fellow travelers, about there being no incentive for revolt in the Soviet Union. Only the demise of the Soviet communist regime can restore freedom to mankind, can save us from economic destruction, and to this end we, the American people, have not contributed one iota. On the contrary, as outlined before, we have contributed much towards the survival and the strengthening of our common enemy.

### Program For Communist Defeat

We now come to the question: WHAT CAN WE, WHAT MUST WE DO TO DEFEAT THE SOVIET ECONOMIC WAR BEFORE IT IS TOO LATE?

I have been and will continue to be a consistent advocate of complete severance of all relations with the Kremlin gangsters and their satellites. The results we have had since 1933 fully justify such action. We could gain much, as it would prove to be a serious blow to the prestige of the Soviet rulers and would inspire their enslaved to sharpen their struggle with our common enemy. They should be thrown out of the United Nations. By now only a full-grown idiot would not admit that it would be far better without a United Nations where the Soviets and their stooges sit to disrupt and obstruct. The United Nations will never be anything but a propaganda platform for the enemy. If our people had the talent and the zeal to do as much for their benefit as the communists do for theirs, it might serve some purpose. But to date we have proven ourselves totally lacking in guts, in imagination, in understanding the true nature of our adversary. As time goes on it can only grow worse, for the enemy is growing stronger and more arrogant with each week.

I am not naïve enough to believe that my voice will be heard, and I am sure that those who had made the fatal mistake of recognizing the enemy in 1933 will continue to hang on in order to cover up their disservice to the nation. Therefore, if relations with the Soviets are to continue, what should the U. S. Government do under the circumstances?

I urge that before this Conference adjourns there be created a permanent committee to lay the foundation for counter-measures, a committee of men who will give of their time, effort and money and not merely adorn a letter-head sheet. We have had enough of them. The first step of the Committee should be:

1. To prevail upon Congress to enact legislation forcing the Communist foreign trade monopolies operating in this country to incorporate under a special Federal charter. They should be compelled to deal with such trade associations in the U. S. as will be created by respective trade groups for the purpose of protecting themselves from the devastating effects of the Soviet and other monopolies. We must not permit them to make our businessmen compete against each other when buying or selling in this market to their advantage and our detriment.

2. To amend the anti-trust laws to permit business groups to confront the communist trade monopolies as combines and not individually. It is the height of stupidity to permit the enemy to play havoc with our individual corporations in a country as a world-wide monopoly while it is parading as an American corporation under some State laws. The Amtorg Trading Corporation is the representative of the Soviet Union's foreign trade monopoly which is waging the trade war against us. Why not bring an end to this? But it will never be ended if we leave it to Washington to do the job. They are our servants and we must tell them, order them to do what is good for our country, if they lack the initiative and the vision to do it of their own.

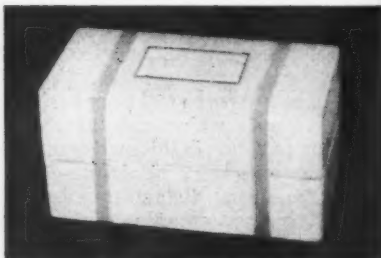
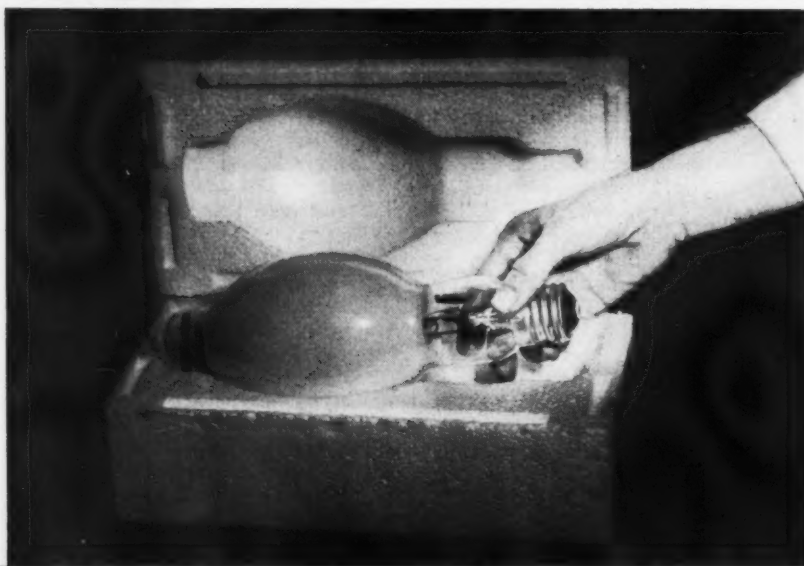
3. To convoke an economic emergency convention of all leading trade units to work out specific measures under which to police the actions of their membership and to see that they all adhere to the united front against the Red monopolies in our domestic and foreign markets.

4. To safeguard the sanctity of patent and trade mark rights. The Soviets are stealing both, and while there is nothing we can do in the Soviet Union, we can and must do much in the world markets where the Soviet monopoly tries to sell. Together with our customers in those foreign lands we must prosecute violations of the Soviet

(Continued on page 46)

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# News Forum

**This department includes a digest of news and comment about Connecticut industry of interest to management and others desiring to follow industrial news and trends.**

♦ A REPATRIATED Nutmegger has been named public relations director of MAC. He is Charles E. Reiche, formerly of Bristol and Stonington, who for the past three years, until his appointment to the MAC staff, was director of public relations for Marquis-Who's Who Inc. of Chicago, publisher of Who's Who In America and other biographical references.

Mr. Reiche also served four years as news supervisor for General Dynamics Corporation in New York. As a member of the public relations staff of the Automotive Safety Foundation, Washington, D. C. In 1948 he wrote the book "Nebraska Highway Needs," a project sponsored jointly by the U. S. Bureau of Public Roads and the State of Nebraska. He also served as a member of the staff of The Presidents' Highway Safety Conference in 1949.

His career includes service on two of the country's outstanding newspapers, *The Washington, D. C. Post*, where he was world news editor, and *The Providence Journal*, where he filled the post of night financial editor. In the late 1930's he was editor of the *Plainville Tribune*, a weekly, and a member of the *Hartford Times* state staff.

Mr. Reiche was educated in the



CHARLES E. REICHE

Bristol public schools and at Harvard College. His wife is the former Caroline Blackmer Taylor of St. Louis and he has a daughter and two stepsons. He is a member of the Aviation Writers' Association, the Overseas Press Club in New York and the Blackwater Salmon Club, Fermoy, County Cork, Ireland.

♦ THE FORMATION of an international division has been announced by Pitney-Bowes, Stamford, Inc.,

makers of postage meters and business machines. Frederick Bowes, Jr., has been elected to the newly created office of vice president for international operations, responsible for the development of all the company's business outside the United States.

In the same announcement, Walter H. Wheeler, Jr., president, named James L. Turrentine director of public relations and assistant to the president; Elwood M. Davis, vice president for sales and service; and R. Kirk Jewett, manager of advertising.

Henry H. Arthur was also appointed assistant manager of advertising, and John T. Jefferson, supervisor of advertising production.

Mr. Bowes, the company's new international vice president, has been vice president for public relations and advertising since 1955. He joined PB as a service mechanic in New York following graduation from Dartmouth College in 1930, and has been with the company ever since, except for two years with the New York advertising agency, Batten, Barton, Durstine and Osborn, and three years with the War Production Board in World War II. A director of the Advertising Council, he is a past president of the Public Relations Society of America.

Mr. Turrentine, PB's new public relations director, graduated from the University of Missouri School of Journalism in 1939, and joined the company in 1947 as supervisor of publications, becoming assistant to the president in 1950.

♦ THE FENN MANUFACTURING COMPANY of Newington has announced the formation of a Nuclear Products Division. W. L. Fenn, company president, stated that the di-

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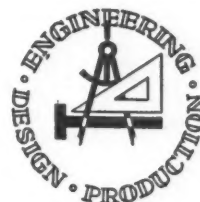
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vision will manufacture nuclear reactor components on a sub-contract basis for existing primary reactors builders. The new division will be headed by Fenn Vice President, James P. Gantley and A. T. Scattergood. Mr. Gantley will be in charge of all internal nuclear division operations and Mr. Scattergood will supervise field contact and engineering.

A separate machining, fabricating, chemical and surface treatment facility has been established, representing a substantial capital investment in new highly specialized machines and equipment.

Fenn is a leading supplier of rolling mills and related metal forming machines to the atomic industry. When announcing the new division it was emphasized by Mr. Fenn that its primary purpose was to supplement Fenn's ability to serve these prime contractors and provide practical experience that will improve Fenn's service and value to the company's machinery customers. A separate Fenn division manufactures precision aircraft components including helicopter main rotors, and parts for gas turbine and jet aircraft engines.

♦ **ARTHUR J. WASLEY**, president of Wasley Products, Inc., Plainville, has announced the appointment of Ronald V. Bennett as manufacturer's representative for Contract Fabrication, both rubber and metal.

Mr. Bennett was formerly general sales manager of The Plume & Atwood Manufacturing Company and prior to that, sales manager of the Electrical Division of Olin-Mathieson Chemical Corporation.

Mr. Bennett will concentrate his sales efforts in contract fabrication of stamped metal parts and rubber vibration rings, molded seals for ball and roller bearings.

♦ **SAVIN ZAVARELLA**, president of the Pressure Blast Mfg. Co., Inc., Manchester, has assumed the duties of general sales manager. In this additional capacity Mr. Zavarella will personally supervise the activities of the company's 22 distributors and field representatives in the United States and Canada.

The company manufactures the "Pressure Blast" line of standard and automatic wet blast units used on a variety of metal finishing applications throughout industry. The company also markets a line of abrasive compounds for use in the equipment.

♦ **THREE EXECUTIVES** were named to new posts at Pratt & Whitney Company, West Hartford, according to an announcement by Edward P. Gillane, president.

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Jacob J. Jaeger, formerly vice president in charge of engineering, was named executive vice president. Henry J. Fredericks, treasurer-controller, has been named a vice president. Edward J. Shages, formerly vice president and manager of the cutting tool and gage division, has been named vice president in charge of manufacturing for all operations.

♦ **LEE T. CHANDLER** has been appointed product manager for Edwards Company, Inc., Norwalk, it has been announced by R. L. Kampton, director of marketing. Mr. Chandler had formerly been technical products sales manager.

In his new position, Mr. Chandler will be directly responsible for Edwards' product development program, sales forecasting and coordination of product promotional efforts. In addition, he will continue as a member of the company's market planning committee.

Mr. Chandler has spent more than 25 years in the electrical industry. He joined Edwards in 1943 as a sales engineer, was successively appointed a chief regional engineer, supervisor of sales engineering at the company's home office in Norwalk, and in 1957, technical product sales manager.

♦ **CARLYLE F. BARNES**, president of the Associated Spring Corporation, Bristol, and vice president of the Manufacturers Association of Connecticut, was recently elected a director of The Connecticut Light and Power Company at a meeting of the company's board of directors.

Mr. Barnes succeeds the late J. Francis Smith, former president of J. E. Smith and Company, Waterbury, who was on CL&P's board of directors from 1954 until his death on February 5.

♦ **REPUBLIC FOIL AND METAL MILLS, INC.**, Danbury, has announced plans to build a plant in the near future in the South for the etching of super purity aluminum foil which is used in electrolytic capacitors, according to John W. Douglas, president.

Republic, the nation's leading producer of capacitor foil, has been rolling and etching super purity foil on a limited basis for several years. During the past year, the company has developed special controlled rolling and annealing procedures for the production of super purity aluminum foil of uniform quality and has introduced new and improved techniques to permit efficient etching of the product for various applications.

♦ **A NEW CAST** steel hook, a re-

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| 1-5 Old established company in Northeast. Recent earnings no object for company with good reputation and background. Asset value and good will recognized by buyer who will provide new products and aggressive management.                | 5-1 Company having strong industrial sales organization in instrumentation field to handle sales of new electronic products. Client fast growing in electronics and computer industry.                              |
| 4-1 Metalworking or plastics company earning over \$50,000 seeking "tax free" merger. Client small publicly owned metalworking company in New Jersey.                                                                                      | 1-6 Young company with able management and good product in need of marketing help and financing.                                                                                                                    |
| 8-1 Sheet metal product: Vending machine; office, industrial or hospital equipment; consumer appliance etc. Client well established, modern facilities, 130,000 sq. ft and adequate working capital. Prefer strong marketing organization. | 6-2 Chemical company selling industry direct or through distributors. Price range \$2.0 million.                                                                                                                    |
|                                                                                                                                                                                                                                            | 9-1 Electrical, electro-mechanical or electronic manufacturer. Client listed on N.Y.S.E. Size no object—small or large.                                                                                             |

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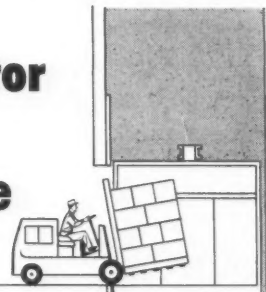
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Milton L. Lundgren (right), vice president and general manager, Vulcan Radiator Co., is congratulated by Franklin Greene (left) executive director, Better Heating-Cooling Council of America, at dedication ceremonies of new Vulcan Research and Product Development Laboratory. James Cira (left) Vulcan director of engineering, and Prof. Warren Harris, University of Illinois, look on.

cent development of Mansaver Industries of New Haven, is now available to the metal industry for handling coils.

The 127-STC is pre-balanced, making it easy for the operator to guide the member into the coil I.D. It is designed for all horizontal coil handling, including carrying to and from the slitters and coil reels, loading, storing and shipping.

Mansaver produces fabricated hooks for most coil handling requirements where large variations in coil sizes prevail. Such hooks are usually less expensive because of the elimination of patterns.

◆ FORMAL ceremonies dedicating the new product research and development laboratory of Vulcan Radiator Company at Hartford, were held recently.

In his opening statement of the dedication ceremonies, Milton L. Lundgren, vice president and general

manager of Vulcan said, "this new and extensive laboratory highlights our continuing search for better products at lower cost to the many segments of our society concerned with heating, ventilating, air conditioning and all phases of air movement."

The laboratory maintains facilities for testing residential, commercial and industrial type finned tube radiation for hot water, steam and electric resistance heating, ventilating and air conditioning equipment and a separate chamber to be used for various types of air movement experiments.

◆ THE HARTFORD Rehabilitation Center, which provides comprehensive rehabilitation services to the handicapped, is now expanding its workshop program for the disabled by converting a city-loaned building on the McCook Hospital grounds to a modern and efficient industrial shop. When completed, with funds provided by the Hartford Foundation for

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Public Giving, the expanded facility will provide three times the space now available in the present shop.

In addition to the present bench work, assembling, inspection, packaging, polishing operations, which will be continued, a machine shop unit is being added. Donations or loan of usable machine equipment and more sub-contract work are now urgently needed. Manufacturers who are now willing to loan or donate equipment, or who have sub-contract work available, should contact Mr. Arthur L. DuBrow, assistant director, the Hartford Rehabilitation Center, Inc., 2 Holcomb Street, Hartford 12, Conn.

♦ A NEW SILK SCREEN printing machine that contributes to automation of manufacturers' production lines has just been marketed by the Automation Equipment Division of the Wallingford Spinning and Stamp- ing Co., Wallingford. It will enable an unskilled operator in a small space to handle the printing of directions or labeling of parts on their way to assembly.

Offered in automatic and semi-automatic models, the silk-screen printing machines print on any flat surface that will take paint. They can be used for printing of dials, name- plates, tags, clock faces, instructions, printed circuit boards and product characteristics. Initial installations of these machines have been used to print conductive coatings on ceramic and mica electrical and electronic components, effecting new economies over previous methods. They can even make small decalomania of trade marks and logotypes.

♦ ONE OF THE LARGEST single orders for aircraft refrigeration units ever to be awarded to an aircraft equipment manufacturer has been announced by Hamilton Standard, division of United Aircraft Corporation. The units will cool the electronic navigational equipment being added to the North American F-86F fighter.

Charles M. Kearns, general manager, said the order involves close to 1000 units.

The refrigeration unit will be capable of removing 8000 BTU's of heat per hour from the electronics compartment.

♦ IN A MOVE reflecting its currently expanding services and potential future importance to the community, the board of directors of Vocational Counseling Service, Inc., New Haven, approved at their annual meeting recently a motion to change the name of the service to Psychological Services of Connecticut, Inc.

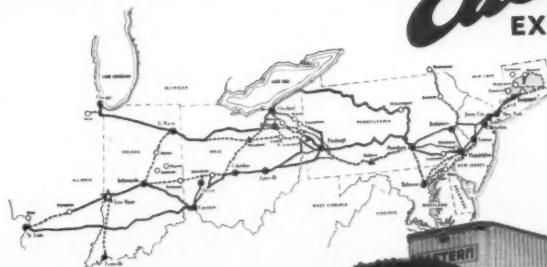
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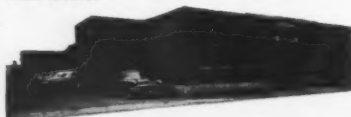
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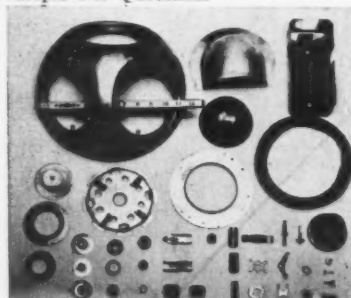


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At the same time, Alice G. Marshall, manager of the New Haven office of the Connecticut State Employment Service since 1940, was elected president of the re-named service for the sixth consecutive time. Marvin K. Peterson, president of New Haven College was elected vice president. Richard J. Falvey, manager of the Manufacturers Division of the Greater New Haven Chamber of Commerce, was named secretary.

◆ A SALES PROMOTION PROGRAM aimed at helping area appliance dealers sell 34,000 major electric appliances and ring up \$7,000,000 in retail business has been announced by the The United Illuminating Company, New Haven.

The year's campaign for stimulating appliance sales was outlined to more than 200 New Haven and Bridgeport area dealers, distributors and representatives of radio and press at a dinner meeting held in New Haven.

Charles A. Williams, UI vice president, told company guests that the 1959 sales program has two goals. One of them is to boost sales by dealers in the two metropolitan areas up to 68,000 units for a retail business of \$14,000,000. This is nearly 10 per cent above the 1958 sales total. The other goal is to continue the upward trend of home use of electricity per customer.

Much of the UI's sales campaign will tie in with the electric industry's national advertising and promotion programs. These include Live Better Electrically programs like the Bronze Medallion Homes, Housepower for adequate home wiring, electric mod-

ernization of old homes for Light for Living.

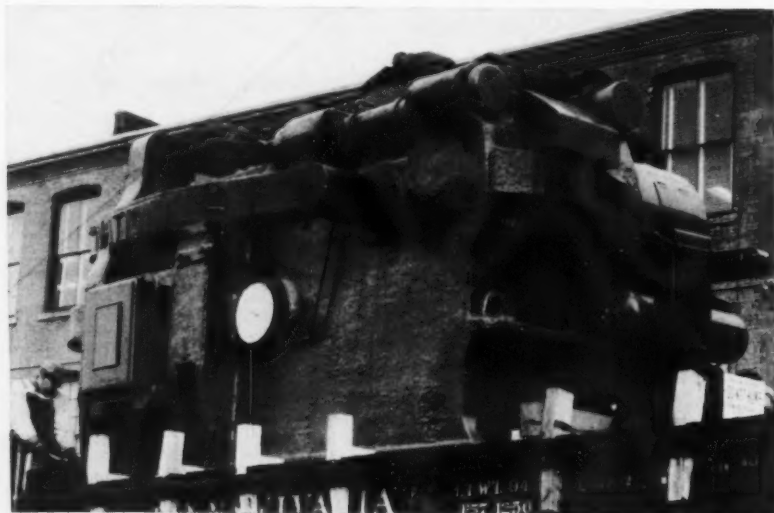
A feature of the evening's program was UI's awards to four dealers who won prizes in last year's customer contest held in connection with a three-month electric clothes dryer sales campaign.

◆ THE ELECTION of John V. Post to the position of vice president and treasurer of The Silent Glow Oil Burner Corp., Hartford, has been announced by Rallston M. Sherman, the company's president. Mr. Post also has been appointed a director of the company to fulfill the unexpired term of the late Robert G. Johnson.

A graduate of The Bentley School of Accounting and Finance, Mr. Post had been controller of the Taylor & Fenn Co., Windsor, for the past two years. His affiliations prior to joining Taylor & Fenn include twelve years as staff accountant for the Hartford firm of Hadfield, Rothwell, Soule & Coates, Certified Public Accountants (now Ernst & Ernst).

◆ A LINE OF UNIQUE, precision compression springs for application in all cases where conventional springs prove inadequate, has been developed by Consolidated Controls Corp., Bethel, a subsidiary of Consolidated Diesel Electric Corporation.

Designed expressly to meet the precision requirements of instrument and control designers, the new springs are manufactured in two basic classes, identified as the "Herringbone" and "Gimbal" for which patents are now pending.



A gigantic forging machine, one of the largest pieces of industrial equipment ever installed in a Connecticut factory, is pictured above in the yard of The Fafnir Bearing Company in New Britain. Eleven and one-half feet high, weighing 250,000 pounds, the new machine will enable Fafnir to forge a wide variety of rings for large size bearings to much closer tolerances. It will also result in more economical production by reducing waste material.

Both classes are machined, heat treated, and precisely ground to offer perfectly square ends, tight control of free length, and exact matching of specified spring rate.

The units are so constructed as to eliminate completely the twist or turning movement between the end faces that can produce shifts. Another important advantage which the new designs are said to offer over a coil spring is the uniformity of spring rate from zero load up, since the effective length of turn does not change with load. Finally, the symmetric application of force output at points diametrically opposite, effectively eliminates any tendency to cock.

♦ **THE APPOINTMENT** of W. Herb Aldrich as national sales manager of Union Hardware-Sealand, Inc. has been announced by Edward Speare, vice president-sales.

Mr. Aldrich will supervise the Union Hardware sales force in the promotion and sale of sporting goods brands of the company. A native of Fort Worth, Texas, Mr. Aldrich was previously Southwestern regional sales manager of Polaroid Corporation.

♦ **END MILLING CUTTERS** with design features that engineers have always considered theoretically ideal, but which were never before attainable, are now being carried in stock by the country-wide branch offices of Pratt & Whitney Co., Inc.

The new "G" type end mills are made with a generated flute shape in one continuous flowing curved surface from the cutting face of one tooth to the cutting face of the adjacent tooth, including the relief back of the adjacent tooth. They are ground from the solid on special, recently developed grinding machines.

♦ **E. C. BULLARD**, chairman of the board of directors of The Bullard Company, Bridgeport, has announced the election of Paul L. Smith, formerly controller of the company, to the post of treasurer. Mr. Smith succeeds Francis L. Dabney, now vice president and secretary of Bullard.

Mr. Smith came to The Bullard Company in 1957 from The Acme Shear Company in Bridgeport, of which he had been controller. Formerly he had been a member of the Central Controller's staff of the General Electric Company in Schenectady, New York.

♦ **MRS. GERTRUDE SALING** prominent in the manufacturing business in Unionville for nearly a half a century, died recently at her home.

She was the widow of the late Richard O. Saling.

Owner and operator of the Saling Manufacturing Company, Unionville, Mrs. Saling was born in New Britain, daughter of the late Sheldon and Cora Parsons Porter and had lived most of her life in Unionville.

She is survived by two daughters, a sister and seven grandchildren.

♦ **AN UNUSUAL** demonstration of the exceptional locational accuracy of the new No. 3 Moore Precision Jig Grinder is described in a new illus-

trated brochure just announced by Moore Special Tool Co., Inc., Bridgeport.

After holes were bored on a No. 3 Moore jig borer, a four-hole steel plate was ground on the No. 3 jig grinder. The locations were then measured by five technicians on the Moore Universal Measuring Machine. Their readings showed a maximum difference in measurement of 30 millionths.

Copies of the two-color brochure, which includes detailed specifications and performance data are available on request from the company.



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Plant  
Danielson, Conn.

♦ AT THE IRE SHOW, held recently in New York, the William Brand & Co., Inc., Willimantic, showed for the first time its newly-expanded line of Turbo Ribbon Cable.

The new line includes larger sizes and 14 colors and striped combinations. Used extensively for airframe and guided missile work, Turbo Ribbon Cable is finding new applications in transistorized computers and data processing equipment.

Turbo Ribbon Cable, designed for specific applications to customers' specifications, is a flat multi-conductor cable, used wherever space is a factor.

♦ DAVID H. FIELDS has been promoted to assistant director of research and development of The American Thread Co., it has been announced by company president P. S. Howe, Jr.

Mr. Fields, who makes his headquarters at American Thread's Willimantic mills, has been associated with ATCO's research and development activity since joining the company in July 1949. Most recently he has been serving as a senior dyestuff chemist. In his new capacity he becomes the assistant to director of research, Howard D. Corkum.

♦ FINDINGS included in the Connecticut Public Expenditure Council's annual booklet "Local Public School Expenses and State Aid in Connecticut," show that during the school year ending June 30, 1958, a record total of \$140,261,439 was spent for the elementary and secondary education of Connecticut's public school pupils.

The newly released booklet reveals that the State government, through its various aid programs, paid 25 per cent of this total, or \$35.3 million, a record high for State participation in Connecticut.

During the school year 1957-1958 the number of pupils climbed by 21,410, to a total of 421,274. Average per pupil expenditures rose from \$306.50 to \$332.95.

CPEC's analysis of the general current expenses alone—expenses exclusive of those for transportation and special programs—show that they made the greatest increase in a decade, \$17.7 million. The greatest previous one-year increase in the decade was \$14.4 million.

♦ THE BOOTS AIRCRAFT NUT CORPORATION, leading supplier of lightweight, all-metal self-locking nuts, has introduced a new series called Flyweight. The new series is said to offer outstanding improvements in weight-space and stress temperature areas over all other hexagon

or double-hexagon designs currently on the market.

The weight-saving advantage of the Flyweight series is said to be up to 75 per cent over AN types and the space-saving advantage is 35 per cent over standard hexagon nuts. Equally important is the reduction by two in hexagon size which permits the use of smaller wrenches and narrower bolting flanges.

♦ ELECTION of new officers and advancement for other executives was announced by The American Thread Company recently following a meeting of the board of directors.

Harold E. Williams, controller, has also been elected secretary; Charles W. Anthes, formerly assistant controller, has been elected treasurer; Harry L. Crispen, Jr., will succeed Mr. Anthes as assistant controller, and will continue as head of cost accounting; and Lawrence L. Hofmann will serve as assistant secretary beginning March 1 while continuing as assistant treasurer.

These appointments came following the announced resignation of Abijah U. Fox, American Thread Company vice president, secretary, treasurer and director.

Arthur B. Hall has been appointed director of industrial engineering and will continue as director of industrial and public relations. A. Keith Pooser has been advanced to chief engineer from his former post of general engineer, Southern Mills.

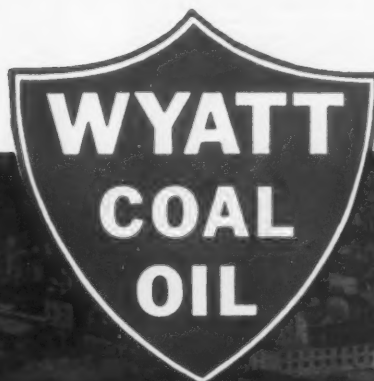
♦ A NEW LIQUID DETERGENT which removes buffing compounds rapidly and economically, has been announced by Enthone, Inc., New Haven, subsidiary of American Smelting and Refining Company. Called Enthol 230, the new product effectively penetrates and dissolves hardened buffing compounds by forming soluble soaps with them. Solid abrasive particles are detached and settle to the bottom of the tank.

Two to four gallons of Enthol 230 dissolved in water will make up 100 gallons of cleaning solution. The solution, when operated at 150° to 200°F, will successfully remove buffing and polishing compounds from steel, nickel plate, copper, brass, zinc base die castings, gold, silver, aluminum and most other basic metals, according to the company announcement.

♦ THE APPOINTMENT of Richard T. Calmer to the newly created post of director of export sales of The Stanley Works of New Britain has been announced by John C. Cairns, president of the company.

Mr. Calmer will leave his post this

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this "Plug Juggler"*



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A \$25,000 check for the widow of an employee of Pitney-Bowes, Inc., settles the first claim under the new travel accident insurance plan for MAC members. Reinhold W. Marshall, left, Pitney-Bowes assistant secretary and assistant treasurer, receives the check from Arthur Woods, insurance manager of the Manufacturers Association. John W. Walker, second from left, and Edward C. Alger, right, represent the Hartford firm of insurance brokers which originated the plan.

month as resident manager and treasurer of Philco Swiss International, in Fribourg, Switzerland, to join Stanley.

A native of Joliet, Illinois, Mr. Calmer served as an investment counselor from 1929 to 1942, and during the war held various executive posts with the Consolidated Vultee Aircraft Corporation. He served from 1949 to 1956 with the Avco Manufacturing Corporation in the Crosley and Bendix home appliances divisions. In his post with Philco he has been responsible for the administration of the company's foreign licensee operations.

♦ **THE FIRST CLAIM**—\$25,000—has been paid under a new special accident insurance program for employees of participating members of the Manufacturers Association of Connecticut. The settlement, a \$25,000 check, has been issued to the widow of a Texas field employee of Pitney-Bowes, Inc., Stamford, a member of the association. The employee was killed in an automobile accident while returning from a business trip.

In addition to the \$25,000 settlement, the widow is also receiving benefits under the Pitney-Bowes group life insurance program and the workmen's compensation law.

Originator of the travel accident plan for the Manufacturers Association was the Hartford insurance firm of Allen, Russell & Allen—Benjamin & Connor, Inc. Underwritten by the Travelers Insurance Co., the plan provides 24-hour-a-day protection for any employee of a participating manufacturing firm while he is on a business trip outside of his regular area of assignment. The plan covers almost all kinds of air travel in addition to travel

by railroad, ship, bus, subway, taxicab and private or rented cars. To date, the Manufacturers Association plan covers about 60 member companies.

♦ **COMMERCIAL PRODUCTION** of wrought rhenium rod, wire and strip is presently being scheduled by the Research & Development Department of Chase Brass & Copper Co., a subsidiary of Kennecott Copper Corporation. Chase, this country's only producer of wrought rhenium, has found that current applications of the comparatively new metal, and research into new uses, have increased its consumption by over 400% in the past few years.

According to John Port, assistant chief physical metallurgist of Chase's R & D department, two prime aspects of space age technology have put the scientific spotlight on this metal. These are the broadening technology and production of high temperature metals and the quest for increased reliability of electrical and electronic components. Rhenium, an extremely dense, silver-colored metal, is one of those engineering materials whose high melting points and high strengths at elevated temperatures make them extremely important today. Main sources of the metal presently available in this country are Kennecott Copper Corporation's western ore deposits. Potential production capacity of the United States has been estimated at 20,000 to 30,000 pounds a year.

♦ **THE APPOINTMENT** of Leonard F. Glancy as operations manager

of the Vernistar Division, The Perkin Elmer Corporation, has been announced by Eugene W. Dunstan, general manager of the division. In this newly created position, Mr. Glancy will have prime responsibility for supervising all phases of this division's production.

Mr. Glancy joined Perkin-Elmer in 1952 as a mechanical engineer, and two years later was appointed supervisor of production engineering for the firm's Instrument Division. Before his recent appointment, he was supervisor of Engineering Services for the Instrument Division.

♦ **BUSINESS FORMS, INC.**, West Hartford, manufacturers of Needle/Sort cards and forms, and Business Efficiency Aids, Skokie, Illinois, manufacturers of Magne-Dex vertical-visible files, have jointly announced Magne/Sort, a combination of their products.

Needle/Sort, by means of holes punched around the edges of a card which are then coded by notching and sorted with a "needle," is said to offer the fastest manual-mechanical system ever devised for selecting and classifying information and arranging cards into numerical or alphabetical order. Magne-Dex, a vertical-visible filing system, in which visibility is achieved by cards magnetically repelling each other, offers as its greatest advantages simultaneous visibility of 30 or more cards, compactness, flexibility, speed, convenience and low cost.

Magne/Sort has application to any permanent file where reference is frequent and where selecting or classifying cards or arranging into order is occasionally done.

♦ **LEV-R-MATIC** is the name for Iona Manufacturing Company's new automatic electric can opener. This latest addition to the Iona line of blenders, food mixers and massagers is styled in attractive turquoise and chrome.

The most unique feature of the Lev-R-Matic is its handle, which serves not only to make the unit easily portable in the kitchen, but also as the actuating lever. It is designed to hold cans of all shapes and sizes. A magnetic lid lifter holds the cut-out lid.

♦ **ENGINEERS** of the Armstrong Rubber Company, West Haven, have designed a revolutionary new tire, the Armstrong Miracle S-L, described as the only tire in the industry with deep ridged lugs for needed traction off the road in soft dirt, mud and gravel, plus interlocking sides which provide su-

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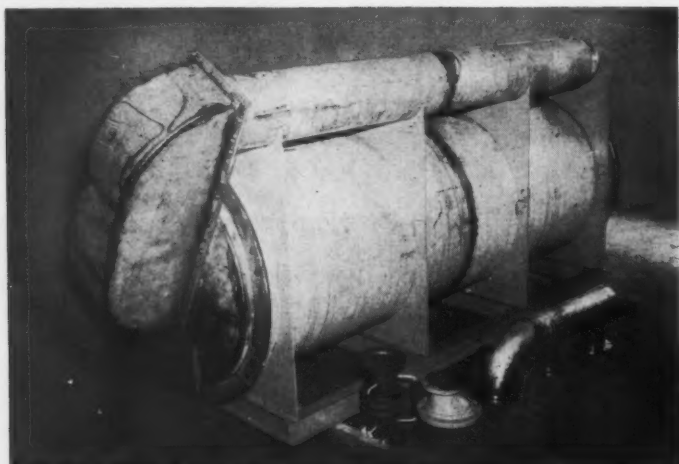
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perior traction over the highway.

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◆ THE AMERICAN THERMOS PRODUCTS CO., Norwich, has just signed a contract with the "Gifts by Wire" organization of Delray Beach, Florida, to have three items in its line sold through the "Gifts by Wire" service now available in drug stores throughout the country, according to Donald E. Livingston, vice president-sales.



Donald E. Livingston, vice president in charge of sales, American Thermos Products Co., Norwich, signs first contract made by a Connecticut company with the "Gifts-by-Wire" organization. E. C. Brownell, marketing manager of the latter organization, looks on.

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At no charge—work out your production problems on our equipment. Or—we'll install equipment in your shop. Test it, determine production costs before you buy. No obligation. Call us.

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The 52-year old Norwich Company was the first Connecticut manufacturer to sign up with the "Gifts by Wire" program officially launched last November, with such national advertised brand name products as Zippo, Yardley, Kaywoodie Pipes, Westclox, Ronson, Coty, Tilford Toiletries, Amity Leather, LaCross and Hanksraft, among others, included in the "Gifts by Wire" initial offering through over 2,000 cooperating drug stores in 40 states. In the near future it is understood that some 6,000 drug stores in all 50 states will be participating in the program of selling as many as 100 nationally-known brands of gift items produced by up to a maximum of 33 manufacturers.

Commenting on the unique new type of program, Mr. Livingston said,

"Here is how the program works. A customer in Hartford, for instance, desiring to send a gift to someone in San Francisco, would consult a 'Gifts by Wire' gift catalog in a Hartford drug store displaying the 'Gifts by Wire' emblem. After making his selection he would pay the retail price of the gift plus the cost of the wire and a fifty-cent service charge. The Hartford druggist then wires the participating druggist in San Francisco who, in turn, gift wraps and delivers the item ordered to the recipient, with a gift card if so requested in the wire. This plan makes it possible for a customer to have a gift delivered on any given day without the trouble of packaging it or the worry about a late delivery by mail. It is an ideal solution to the problem of a gift for a special occasion that was remembered too late for delivery by mail on the proper date.

"The 'Gifts by Wire' program should stimulate the sale of our products pictured in the catalog, not only because of the program itself, but because our merchandise will be displayed in thousands of member drug stores throughout the country, in many cases for the first time, since our specialty products are usually sold by department stores, gift shops and luggage stores. This should produce over-the-counter sales, generate the druggists' interest in promoting other products in our line and, in turn, stimulate the wholesale distributor to promote our entire line more actively."

The three items from the American Thermos Products Company's line included in the "Gifts by Wire" catalog are: The three-quart capacity Plastic Ice Preserver, retailing at \$8.95; a colorful plaid four gallon Oval Cooler with Tray, at \$8.95; a Beverage Server consisting of a gray plastic pitcher, a vacuum insulated glass filler, a paper cup holder, and matching tray, priced at \$9.95.

♦ **ANNOUNCEMENT** has just been made that a Regional Office of the Boston Ordnance District has been established at the Springfield Armory, Springfield, in order to continue prompt service to ordnance contractors and others interested in ordnance purchasing activities in Connecticut and Western Massachusetts since the consolidation of the Springfield Ordnance District with the Boston District at the Boston Army Base, Boston, last November.

Major Clark W. Emmons is Commanding Officer in charge of the Springfield Regional Office. Among the services available through this office, together with the names of individuals to contact are: Procurement



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Yes, you can trust CMT to meet all your commercial heat treating needs. That's because the CMT Team—men and modern machinery—produce dependable precision work faster at less cost.

Latest and finest furnaces and instrumentation assure accurate temperature and quality control on the widest variety of metal parts. All material rigidly inspected before shipment.

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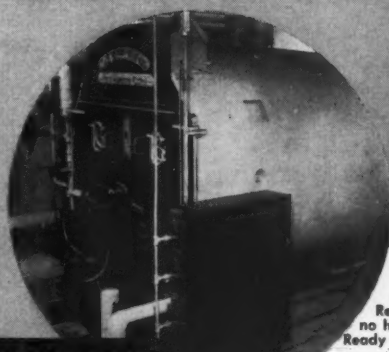


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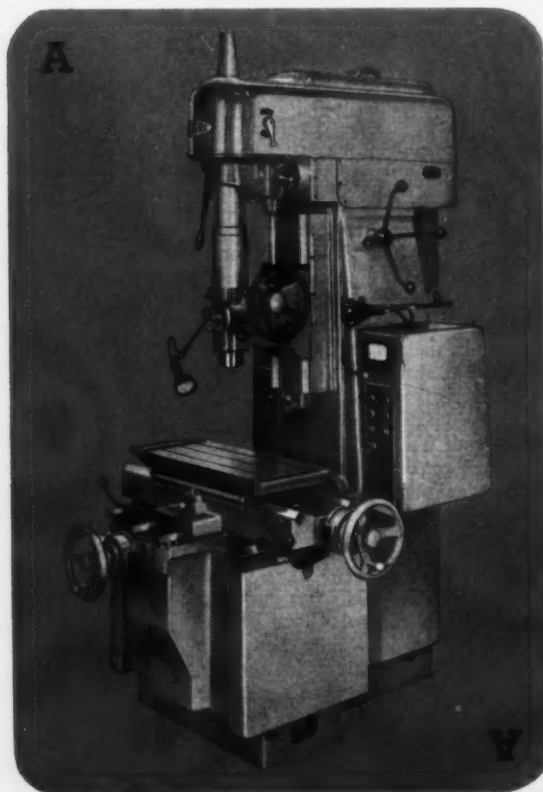
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International Inch

LOCATES AND BORES HOLES  
TO LESS THAN A "TENTH"

## No. 3 Moore Jig Borer

For boring, drilling, reaming and spotting holes in dies, jigs and production parts, the speed and accuracy of the Moore Jig Borer has never been equaled. Now, with this new and larger No. 3 model, you will break the "tenth" barrier! Here's why: it offers more precise positioning tolerances...all hardened, ground and lapped ways...no gibs...no overhang...improved drive...wider speed range, 60 to 2250 RPM...larger table working surface, 11" x 24"...micro setting of vernier dial...more accessible cross-clamping. These new features, plus sensitive, centralized controls for spindle speeds and feeds, quick tool-changing, easy lubrication add up to a Jig Borer which belongs in every toolroom where tomorrow's accuracies must be achieved today!



DETAILED LITERATURE ON EACH OF THESE  
MACHINES IS AVAILABLE ON REQUEST.

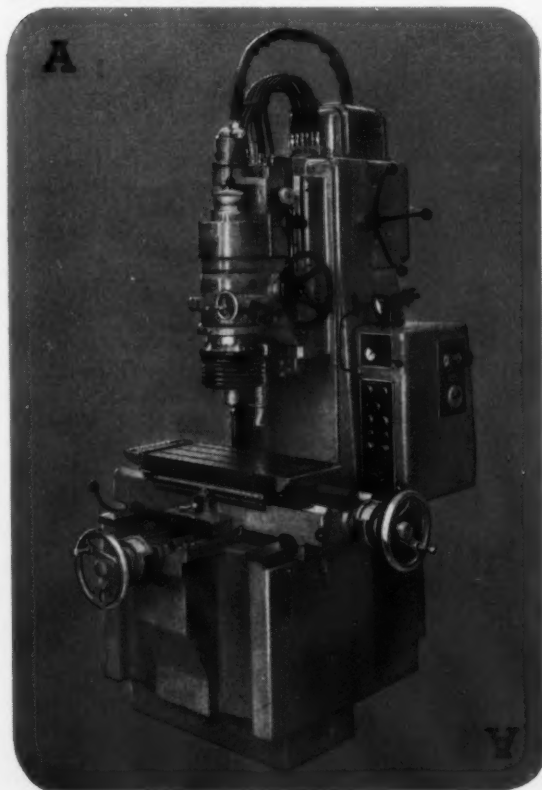
MOORE  
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**LOCATES AND GRINDS HOLES  
TO LESS THAN A "TENTH"**

## **No. 3 Moore Jig Grinder**

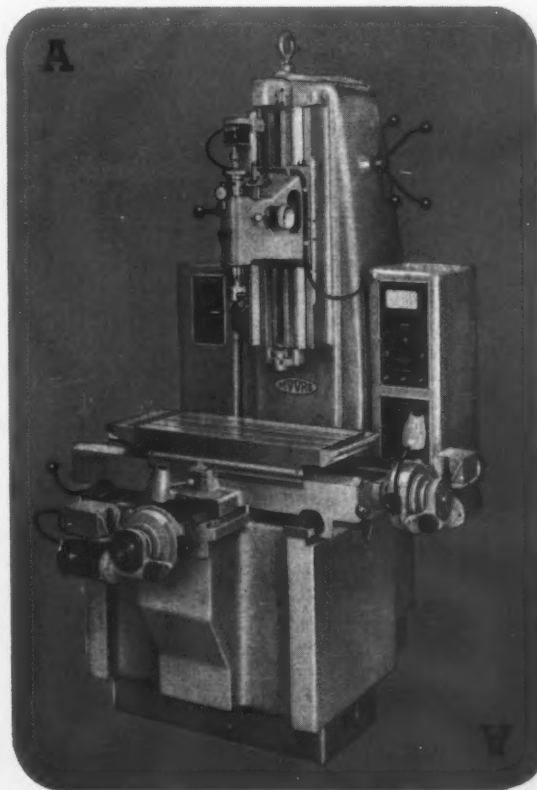
The originators of jig grinding and the Jig Grinder have done it again! Now, with this new, larger No. 3 model, you can grind—with *split-tenth accuracy*—holes plus regular and irregular contours to size and location after hardening. This is made possible by the closer locational tolerances built into the machine...by the all-hardened-ground-and-lapped ways...by the faster strokes provided for chop-grinding...by the infinite spindle speeds, 40 to 250 RPM...by the larger table working surface, 11" x 24". The same quickly set precision lead screws as in the Moore Jig Borer simplify the finish-grinding process.



**MEASURES TO ONE-THIRD  
OF A "TENTH"**

## **Moore Universal Measuring Machine**

This machine, built on the same basic principles as the No. 3 Moore Jig Borer and No. 3 Moore Jig Grinder, introduces a new concept in ultra-precise measurement and inspection. It offers for the first time: A machine combining the capacity for larger work-pieces; choice of electronic indicator supported on an accurate, rotatable spindle, or a universal microscope for pickup; a combination of rectilinear and angular positioning, making possible the measurement of the most complex contours. Design and construction insure the highest possible accuracy. All ways are hardened, ground and lapped steel, fitted to hand-scraped cast iron. Table positioning in two directions of travel is by means of master lead screws. Note motorized lead screw drive, offered as optional equipment (available only for Measuring Machine).



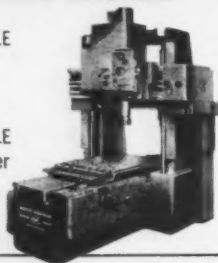
**MOORE SPECIAL TOOL COMPANY, INC., Bridgeport, Conn.**

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WORKING TABLE  
43" x 33"

OPTICAL  
DIVIDING TABLE  
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LIGHT and HEAVY MACHINING  
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24" and 36" BULLARDS  
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and purchasing business opportunities and advice, R. W. Triggs; small business services, H. Rogers; expediting service on materials, equipment, subcontract delivery and shipping instructions on ordnance contracts that are administered by the Boston Ordnance District, J. C. Higgins; current ordnance corps invitations for bid, A. Premo and H. Rogers; technical data: drawings and specifications for current procurement, S. Picone; inspection services for ordnance contractors, D. Kinckiner; certification of ordnance contractor gages, A. Peterson and D. Kinckiner; security clearance for contractor personnel to allow access to classified military information, J. McCarthy.

Work hours are 8:00 A.M. to 4:30 P.M., Monday through Friday, but emergency calls will be accepted any time of the day or night by the duty officer at the Armory, telephone RE-public 9-6911.

♦ THE SMALL BUSINESS ADMINISTRATION has recently moved its Hartford office from 70 Arch Street to 44 Gillett Street. As soon as arrangements can be completed, all loan inquiries, applications, processing and examining services in the state will be performed at Hartford. Key trained personnel will be transferred from New York City to carry out this work.

♦ DIRECTORS of New Britain Machine Co. have elected Julian C. Pease, executive vice president, as president of the firm to succeed the late Ralph S. Howe.

Mr. Pease, a New Britain native, was educated in local schools and received vocational training at the State Trade School, now E. C. Goodwin Technical School. He attended Choate Preparatory School and Yale University before starting work at the company in 1934 as a stock clerk. He worked in manufacturing departments, tool room and in assembly before transferring to the sales department. He became assistant to the general superintendent in 1937 and successively became assistant secretary, factory manager, assistant manager of the Machine Tool Division, secretary, director and vice president before being elected executive vice president in 1954.

♦ THE FOURTH ANNUAL New England Industrial Symposium on "Radiation and Radioisotopes in Industry" sponsored by Quantum, Inc., Wallingford, will be held May 14 at Yankee Silversmith Inn, at Exit 66 on the Merritt Parkway.

The all-day symposium will feature

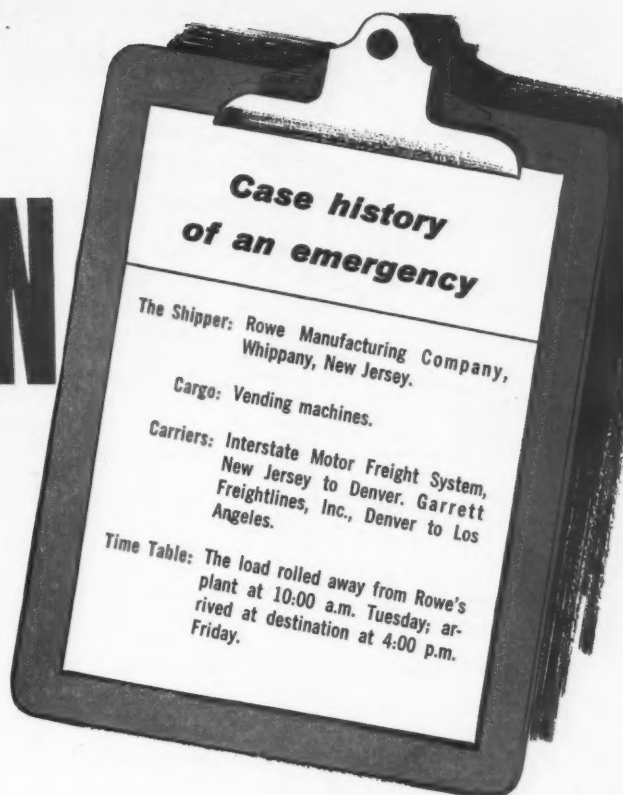
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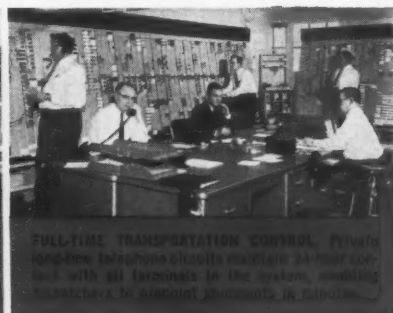
Rowe's load went through the Chicago gateway without delay — in and out of the city in less than four hours.

While the shipment sped across the plains, Garrett Freightlines, Interstate's West Coast carrier, was alerted. The interchange was made smoothly at Denver, and the shipment sailed through the mountains to Los Angeles.

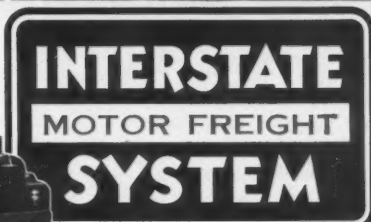
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3.



"With Major Medical and pensions, health and life to boot,"  
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six speakers, mostly nationally known, who will demonstrate the many uses and profit possibilities of radiation and radioisotopes.

Registration will start at 8:30 A.M. and the symposium at 9:00 A.M. Those desiring further information concerning speakers and cost of registration for the meeting should address their inquiries to Mrs. D. R. Doede, Quantum, Inc., Wallingford, telephone COlony 9-7765.

### More Understanding or Bigger Monkey Wrenches

(Continued from page 5)

economic machinery, that unless there is more wide-spread understanding of how our economy functions and what makes it tick, that this machinery at all levels—local, state and national—will have to absorb an ever-increasing number of even larger monkey wrenches. Although no individual or committee can predict the absorption limit of our economic machinery, enough of these monkey wrenches will surely reverse the upward flight of our economy and one day bring it back to earth to be ruled by a one-party dictatorship elected by a once proud and independent people whose heirs no longer have the wisdom or the will to remain free.

Our greatest challenge and our logical escape from such a fate is for business management in Connecticut and throughout the nation to make the job of getting our business economy rightly understood as their No. 1 priority.

One method of attack, seldom used, that should go far toward accomplishing this all-important job, is for all employers to tell their employees of the monkey wrenches that threaten their job security and how they can help to remove them from the economic machinery at local, state and national levels. Through the grapevine spread of these employer messages by employees to their neighbors and friends, and a continuing follow-up barrage of these facts via all communication channels, would come a changed attitude toward the indispensable role played by our non-governmental business economy in advancing human welfare while safeguarding our freedoms. That change of attitude on the part of 20% to 25% of our working population should be enough, when transmitted to the politicians and other monkey-wrench throwers, to clear the economic machinery for more prodigious flight.

The realization of what has happened in England, and in other countries, should make it clear that this is a job to be started this year—rather than next year or later, by business

management—the logical trustees of American freedom.

Will we have more understanding to improve human welfare or more and bigger monkey wrenches that will shrink it to the size of a dictator's whim? The answer is crucial to the fate of America. It must be the right answer made soon if we would preserve the last great hope of freedom in the hearts of men everywhere.

### New Techniques Boost Machinery Sales

(Continued from page 12)

nique of auto dealers, customers can bring blue prints of prospective work showing required operations to be performed, or a sample of the material to be fabricated, and can actually use the equipment (at no charge) to determine the right machine for their particular production jobs.

Going one step further, the Bristol Company will deliver (at no charge) any machine in stock to a customer's plant where it can be tried under actual working conditions. By taking advantage of this complimentary offer, customers can anticipate production problems and determine production costs. When a prospective customer desires to see a machine in operation that is not in stock, Mr. Bristol arranges a demonstration in a customer's plant.

The "try before you buy" method supplements the old idea of selling from a catalog, which often fails to properly acquaint the customer with the true performance of a particular machine for a particular job.

This was vividly revealed recently in one experience with a certain manufacturer who had a difficult tool and die operation to perform. The manufacturer was invited to test the Bristol equipment, which he did. The complete problem was worked out at no expense to him. Net result—the manufacturer was able to eliminate three expensive tool and die set-ups at a cost of less than one-third of the original estimate. In addition, the machine purchased would perform not only the particular function desired but also could be adapted for future operations.

The power of a unique new selling idea, born by happenstance in the mind of Mr. Bristol some seventeen years ago, has been amply demonstrated by the fact that the Bristol Metal Working Equipment Company now sells and services (including rebuilding) metal working equipment in the majority of industrial plants and sheet metal shops in Connecticut and Western Massachusetts.

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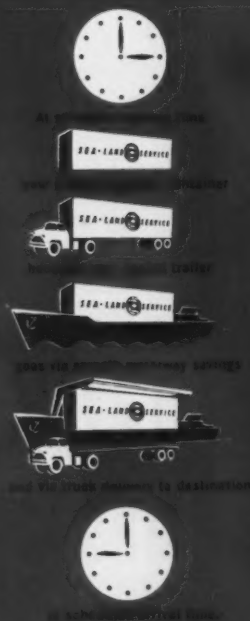
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# How Would You Decide?

By Fredrick H. Waterhouse  
Counsel

Does the union have the right to have a representative other than an employee assigned to the department, observe a job when a new rate is being set as a result of a change in job content?

## *Here's What Happened!*

A change in process was made resulting in a substantial variation in the time and effort necessary for a particular operation. The contract provided that when such a change resulted in a difference of over 5% in job requirements, a new rate could be set. The changes involved in the job in question amounted to substantially more than 5%. The contract also provided that when the employees thought a rate was unfair the company would study the standards and the union could appoint an observer to examine the time studies made by the company. When this new rate was being set the union requested that their representative be present but the company refused the request claiming that it was instituting a new rate and no provision in the contract permitted a union observer under such circumstances except the employees involved. The union claimed that since the employees claimed the operation had not changed while the company claimed it had, it became necessary for the outside union representative to observe the job to determine whether there actually had been a change.

Can the union have outside observers to determine whether a claimed change in job content is sufficient to justify a new rate?

The arbitrator commented that the question of what is a change can be a tricky business. Here the institution of a new rate depended not only on the presence of a change, but required a change of more than 5%. The contract recognized that the help of an outside observer was justified as to the adequacy of an existing rate so the arbitrator ruled it was equally justified to have an outside observer when the question of the extent of a change was being challenged. He observed that the contract was not entirely clear on the subject, and therefore must be interpreted in a way which goes to the equity of the situation. Such an interpretation would also minimize griev-

ances while preserving the essential rights of the parties.

When the contract provides for vacation pay at a percentage of "straight time earnings for the twelve month period prior to" the vacation date, do "straight time earnings" include vacation pay for the previous year?

## *Here's What Happened!*

The contract dating back for over twelve years provided for vacation pay as a percentage of the previous year's "straight time earnings." In computing vacation pay the company had not included the vacation pay of the previous year as "earnings." There was no evidence of any discussion of this topic at any of the negotiations between the company and the union. The union had, however, tried from time to time to get language changed to include "gross earnings" or "average hourly earnings" but without success. The union now claimed it had only recently discovered that the company did not include the previous year's vacation pay when determining the "earnings" used as a base to compute the vacation pay and demanded a re-computation and payment for all prior years—numbering five—in which similar contract provisions were found. The company claimed that "earnings" does not include previous vacation pay but was intended to mean actual straight time "earnings" only. In short vacation pay is not "earnings." However, the company did include as "earnings" such fringe payments as holiday pay, rest and lunch periods, union time, bereavement pay, etc. The general definition of average straight time hourly earnings in the Hours and Wages Articles included hours paid for but not worked, and the company agreed that holidays, report-in pay, etc., should be included as "earnings" but claimed previous vacation pay should not. The union claimed to have discovered this situation only recently and asked the board to grant pay for years back.

What is included in "earnings" as a base for vacation pay?

The board decided that since the company included other fringe items paid for but not worked as "earnings" when computing vacation pay, there

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was no logical reason for excluding the previous year's vacation pay as part of such past twelve months' "earnings." However, the board interpreted its authority as flowing from the current agreement and refused to grant such extra vacation pay under the expired agreements and confined its award to corrected payments under the current agreement only.

In a claim for sick pay under a contract must the employee testify or produce some evidence that he was actually sick?

## Here's What Happened!

That was the question we used to describe the issue in an arbitration matter we reported last November. A number of employees reported in sick on the same day and claimed sick pay. The contract provided employees receiving sick leave benefits for more than one day could be required to furnish medical certificates. Although the men were out only one day the company felt they were not really sick and their absence was a concerted gesture in protest of a recent change in company policy reducing the work schedule. It therefore refused to give them sick pay. At the arbitration hearing no evidence of any kind was introduced with the exception of that pertaining to a single employee. The union representative made a lengthy speech but offered no evidence of any actual illness on the part of the other grievants. The company contended the employees were not sick and insisted the board should require some evidence other than an oration by the union representative. The union contended that no evidence was necessary and the board agreed with the union. The company appealed the board's decision to the Superior Court.

It the board justified in making such a decision with absolutely no evidence to substantiate the union's claims?

The Superior Court ruled the board was not justified in granting sick benefits without some evidence the employees actually were sick. The provision authorizing the company to require a medical certificate if the employee were out more than one day did not eliminate the necessity of proving their absence even for one day is due to sickness. The court also pointed out that the board's own rules require all testimony shall be under oath, and approved of that requirement. It directed the board to rehear the case and require the grievants to prove they were sick or deny them sick pay.

## Guide To Marketing "Road Maps"

(Continued from page 13)

a book called *Basic Market Data on Metalworking*, which gives a count of plants by states and industrial trading areas, by Standard Industrial Classifications. This count of plants is broken down by plant employment size, together with area employment totals. These totals, in turn, are compared percentage-wise with the national total of metalworking employment. Steel magazine's book is *Metalworking Markets*. It also furnishes plant counts by classification, employment and size, but according to states and countries, with an additional count for these areas of plants by "operations performed." Still another book is the *McGraw-Hill Census*, not based on the government census, but upon state, city and association directories supplemented by reports from this publisher's circulation salesmen. It tabulates for the entire country approximately 100,000 manufacturing plants that produce over 90% of our industrial output. It gives only totals by product classifications, but it includes all products made by each plant, rather than merely the principal products, and also sub-divides the classifications to enumerate specific products.

Let's take a look at how these reference books are used by someone in helping our sales manager find the prospects for his new type of machine. As a starter let us assume that people in his plant did some investigating before they decided to produce the machine. That would be in accord with marketing's continuous activity. We have to pick up from what has happened in the past—in this case knowledge that this new machine is used on high production, in machining, wherever bar stock is fed into turret lathes. With this background we ask, "Which of the three reference books should we start with?"

Obviously, we cannot locate our market figures from a product classification, for this machine can be used in the production of innumerable products. (Such classifications are useful to manufacturers of component parts—such as headlights for locomotives or lenses for cameras—but for a machine manufacturer it would have to be a special machine—such as a plate glass washer—where prospects can be identified by product.) So in this case we can turn to "operations performed" in Steel's *Metalworking Markets* and find a count by state and plant size of factories doing "machining." These figures show us plants doing machining and on a high production basis. They include thousands that could never be

prospects because they do not produce on turret lathes. Here, then, is our clue. We must further narrow our plant count to turret lathe owners. This brings us to another "road map"—reference books for special fields.

Here we find American Machinist's *Machine Tool Inventory*, which shows the number of each kind of machine tool in each industry (product) classification, in each area, and subdivided by age. This gives our sales executive his number of prospects. However, they are not yet identified by name. Before considering how to locate that information, let's continue our summary of reference books for special industrial fields.

The American Supply & Machinery Manufacturers Association publishes *Distribution of Industrial Supplies*, which analyzes distributor sales by type, broken down by states, regions and industrial trading areas.

The U. S. Department of Commerce compiles *County Business Patterns*. They give information you can't get anywhere else—value of shipments, number of units shipped, value added by manufacture, and so on. The Department also publishes monthly *Distribution Data Guide*, which lists new research information.

The U. S. Department of Labor issues *Monthly Employment Statistics*—useful in quota setting.

Mill and Factory magazine provides an *Industrial Marketing Map*, an accompanying Industrial Marketing Analysis, and Product Use and Buying Influence Study, with the latter showing what percentage of plants use each of general industrial products.

Construction Equipment magazine's *Survey of Construction Equipment* shows how much of each type of equipment is in use in each division of the construction market.

In addition there are many market studies of individual markets, but they are not indexed. On the chance there might be some such survey for a market you are investigating, you can always ask industrial magazines in that field.

### Identifying By Name

Now let's get back to our sales manager's problem of finding prospect's names. In his case there are probably only three ways—and laborious ways at that—of tracking down the names. From the *Machine Tool Inventory*, furnished by American Machinist, it is possible to get the number of prospects in one industrial trading area. In this example the prospects are turret lathe owners. Knowing that there are, say 152 prospects in a given territory, it is possible to go to an industrial distributor for help in listing

the names. Another way, since *Machine Tool Inventory* gives S. I. C. (Standard Industrial Classification) codes for these prospects, is to buy from *Iron Age* magazine the IBM cards of plants in any state falling in these classifications. This will be several times the number of names you are looking for, but they can be whittled down to size by sales calls or by a questionnaire or both. Still a further way, when it is useful to identify the several products manufactured by a possible prospect, is to dig through Dun & Bradstreet, here both the primary and secondary product classifications are given.

In tracing the route taken to find answers to our sales executive's questions, we have seen our trip carry us to a new and changed landscape. We started with reference materials, saw how this basic information had been compiled in numerous arrangements of figures to suit various needs, and so far it had been a matter of knowing where to look. Then the scene changed. We were in the new area characterized by time-consuming detail work to come up with specific information. Market investigation frequently, but not always, includes these two phases. In this respect it is similar to the work of the engineer, who first consults basic information arranged for his use in handbooks, then uses the information to solve his problem.



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# Transportation

By John B. Hedges

Traffic and Export Manager

## One Big Railroad for New England?

PART I of a three part story of developments pointing toward a merger of railroads in New England into one system.

♦ AS FIVE important railroads in New England grow more serious about studying the possibilities of merging their lines, the public served by these lines is bound to wonder just what such a consolidation might mean to New England industry and commerce. The following examination of the background of these railroads, their potential and their financial situation may be helpful in assessing their prospects for a harmonious union.

In the order of miles of road operated the lines are: New York, New Haven & Hartford, Boston & Maine, Maine Central, Bangor & Aroostook, and The Rutland. Their tracks extend from New Brunswick to New York Harbor, from the St. Lawrence and the Hudson Rivers to the tip of Cape Cod. They interchange traffic with the trunk lines to the West and South through eight different gateways. They serve all of New England's sea ports and all of them have connections with truck routes into Canada.

With the exception of the Boston & Aroostook, chartered in 1891, these roads are the pioneers of New England rail transportation. The New Haven's parent company, The Hartford & New Haven, was chartered in 1833. Several of its acquired lines, such as the Boston & Providence, Boston, Norwich & New London and the New York & Stonington had been chartered a year or two earlier. The Boston & Maine was chartered in 1835 although some of the lines, now a part of it, came into being earlier. The predecessors of the Maine Central, The Androscoggin & Kennebec and the Penobscot & Kennebec got their charters in 1845. The Rutland was originally chartered as the Rutland & Burlington in 1843.

### Mergers Started Early

Mergers are not new to New England railroads. Edward C. Kirkland in his "Men, Cities and Transportation" writes:

"From the beginning railroad consolidation has characterized the railroad history of New England. In the forties there were twenty instances of the process; in the next decade twenty-eight. Railroads had acquired branches or parallel lines to dominate territory they felt was logically theirs, or end-to-end railroads had joined together to form longer or through routes. This consolidation movement, stayed by the Civil War, gained momentum once the conflict was over, for the decade of the seventies rolled up nearly three times as many acquisitions of one railroad by another as had the previous one. When railroad report after report was disclosing grosses never before equaled in the enterprise's history and chronicling an unprecedented prosperity, roads acquired or leased each other with the gay, careless certainty that the future would provide. Stockholders ratified such measures without scrutiny and investors were willing to provide the required . . . finally by the end of the century two systems apportioned nearly all of New England between them—the Boston & Maine and the New York, New Haven & Hartford."

### Rampant Competition

The history of the New England

railroads before 1900 is full of bitter competitive battles between small independent lines grandiose schemes for through routes which died for lack of financial nourishment, and jealous rivalries between states and towns seeking to exploit what they considered their natural advantages. Financial interests centered in Boston's State street and New York's Wall street, manipulated railroad securities, juggled mergers and deployed political forces in support of their own peculiar interests. The commonwealth of Massachusetts sunk millions into various railroad schemes. Cities and towns floated huge bond issues to assure themselves of railroad transportation. By the end of the century New England had a dense network of rail lines characterized by heavier passenger traffic and heavier local traffic than any other region. The stage lines and the canals had long since ceased to be competitive factors and the coastwise and river steam-boat lines were in a great measure dependent upon railroad connections. As a result of this near monopoly, at the turn of the century the major lines were prosperous with adequate capitalization, manageable debt burdens and contented stockholders drawing 8 to 10% dividends. This idyllic picture was due for a change.

### New Haven's Complex Expansion

Under the presidency of C. S. Mellen, the New Haven began in 1903 a program of acquisition, expansion and financial sleight-of-hand which is still unprecedented in railroad annals. In six years the New Haven's capitalization had been increased by 72% and its funded debt had risen by more than 1500%. Through the formation and manipulation of a holding com-

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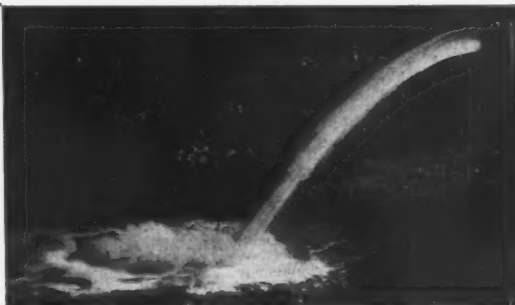
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pany it had gained control of the Boston & Maine and Maine Central and then set about gathering unto itself trolley lines, boat lines, terminal companies and other miscellaneous properties. By 1912 the New Haven had 366 subsidiary corporations. The Interstate Commerce Commission undertook an investigation of the New England railroad situation in 1913, "in consequence of numerous and persistent comments touching general railroad conditions in New England." The most serious of the complaints which brought about the proceeding was concerning the freight service of the Boston & Maine. Allegations were made that New Haven's control of the Boston & Maine had closed many routes previously open to shippers, impairing service and frequently increasing rates. The thirty-seven days of hearings touched in considerable detail upon the outside financial operations of the New Haven which the Commission said "for the last nine years have been wasteful in the extreme, and the methods by which those operations have been conducted are unnecessarily involved and complex . . . The financial condition of this company calls for careful consideration and prudent action, but gives no occasion for hysteria."

## Trade War: USSR vs USA

(Continued from page 19)

monopolists in the courts to the bitter end. If they sell an American machine which they have copied and paid no royalties to the American patentee, our friends in the respective country or countries should immediately pounce on them in the courts. The same is true of the Soviets using our trade marks in order to give the impression that the goods are from America.

5. Emergency conferences should also be called in all Latin American countries and in Europe to assist our friends in building a similar united front there. Only in full cooperation with our buyers and sellers in foreign countries could we make this worldwide front work. We must meet the tightly-knit Soviet foreign trade monopoly with one of our own or go down in defeat. In a shooting war you answer fire power with more devastating fire power. The same is true of the trade war which the Soviets have forced upon us.

6. All those measures, even if carried out 100%, would still be worthless unless we set out to help the Soviet peoples continue their resistance to their enslaved, unless we help inflame the student bodies of Russia and the satellite nations, unless we talk direct to the Russian masses over the heads of their government. They want our

moral support, even though they need none of our material support. Throughout the world Russian sailors call at ports in the free world. Let us make it our business to reach them. Throughout the world Soviet officials can be reached. Deep in their hearts most of them are bitter against the regime, for there is not a family in Russia which has not had a loved one tortured to death or shot in the executioners' chambers. Let us reach them with inflammatory literature such as the Russian escapees in our midsts can prepare. Madison Avenue advertising geniuses are not good for that. We have tens of thousands of former Soviet citizens who know the score better than our so-called statesmen, better than all our Russian experts waxing fat on big salaries for doing nothing.

Take, for example, Pasternak's book *Doctor Zhivago*. Has it ever occurred to any of you that it would be a wonderful investment to spend a few million dollars to publish millions of copies, paper bound, and have the anti-Soviet underground martyrs in Europe smuggle it into the barracks of the Soviet occupation troops in East Germany, and into Russia proper. How they will do it is their business. They will do it, for they are crusaders and are ready to give their lives in this cause.

Another measure. Has it ever occurred to you what havoc it would create for the Soviet rulers if we began building monuments in the leading cities of the United States, and called upon our friends in foreign countries to do likewise, to the Russian millions of peasants who gave their lives in the struggle with our common enemy, the workers who perished by the tens of thousands because they resisted enslavement, to the intellectuals, the students, the Red Army men who refused to shoot at the Hungarians, at the masses in revolt in East Germany? Anything of this sort could only bring consternation to the enemy and inspiration to the anti-communists within the communist camp.

A nation which spends annually more than 15 billion dollars on booze and many more billions on smoke can ill afford not to spend at least a billion dollars counter-attacking an enemy who is already costing us tens of billions of dollars annually, and the end is not in sight. On the contrary it can only grow worse for us.

The program I have outlined is the very basic minimum. For the start it should suffice. As we continue, new fields will be exploited. But a beginning must be made. This must become the principal task of the All-American Conference to Combat Communism. This organization has never

had anything effective to work on or for. The will has been present, but no one seems to have thought of the real task being an attack on the octopuses head in the Soviet Union and not piddling away with trifles here.

In conclusion permit me to quote from a lecture delivered by one of the builders of the Communist menace, Dimitry Z. Manuisky, to the students of the Lenin School of Political Warfare in Moscow where the now-successful leaders in the satellite nations were trained:

"War to the hilt between communism and capitalism is inevitable. Today, of course, we are not strong enough to attack. Our time will come in 20 or 30 years. To win we shall need the element of surprise. The bourgeoisie will have to be put to sleep. So we shall begin by launching the most spectacular peace movement on record. There will be electrifying overtures and unheard of concessions. The capitalist countries, stupid and decadent, will rejoice to cooperate in their own destruction. They will grasp at another chance to be friends. As soon as their guard is down, we shall smash them with our clenched fist."

This was in 1930. An American young communist, the most brilliant the American Communist Party had to offer, in fact so brilliant that Stalin himself had designated Manuisky to tutor him privately, sat quietly in the lecture room hurriedly writing down every word Manuisky had said. This American, named Kornfeder, has since turned wholeheartedly against our common enemy, and it is from him that we have this precious bit of warning. Will we heed? I wonder.

Review in your mind what has taken place since that day in 1930 and you will find that the Soviet march against us and the entire free world is running on schedule. Manuisky promised "war to the hilt" would come in 20-30 years. We are now in the 28th year. The second world war had interrupted that march, but it is now catching up in seven league boots. The sands are running out for us. Let us make haste and make it hot for the enemy in his own lair by bringing about the hurricane which will sweep the entire communist swindle off the earth.

We are late in getting started, to be sure. But once we make up our minds that it is either we or they, this enemy of God, freedom, justice, mercy and everything our civilization stands for can be eradicated. Let no one dare tell you it can't be done. We want no doubters in this struggle. With faith in our cause, let us march to victory by starting this crusade today and not tomorrow.

# Public Relations

By Charles E. Reiche  
Public Relations Director

## Stockholder Relations

♦ TIME was when corporate share owners were better off than employees so far as information about any given company was concerned. Even if management kept its own personnel and the community relatively in the dark about what it did, and why, at least the stockholders had a channel of communication through annual or semi-annual reports. It is true that annual reports of a generation or two past left quite a lot to the imagination, and, usually, were little more than rudimentary financial statements which gave the bare bones of a firm's fiscal position. You had to look hard to find any data about operations, future expectations, company policy and the like.

Since the late 1930's American industry has grown more and more aware of the great value of keeping its employees and the community at large informed of precisely what it is doing and plans to do, and why. This snowballing technique of communications is largely in the hands of public relations staffs which are ordinarily part of the top management organization.

But in the process of going all-out to keep the employee and the community informed, many corporations have inadvertently downgraded the share owner. This has not been done willfully, generally speaking, but is simply the result of industry concentrating its communications fire on personnel and the community.

Today in the United States nearly 10 million people hold shares in industry and in other corporate units of our economy. This does not include people who have investments in insurance and retirement programs. Further, the number of investors grows each succeeding year. Most of these people are men and women who have put their money into shares as an investment, not for speculative purposes. Clearly they are deeply interested in any corporation they are putting their cash into. This is especially true of those who, in addition to investing in a firm, are also employees of the firm, another group of the investing public which is growing apace.

Besides building good relations with stockholders, there is a tremendous potential for improving the local, state and federal "business climate" in the

use of well-prepared and convincing company progress reports. If, for instance, 10 per cent of the nation's security owners could be stirred into action by way of such reports, pressures could be brought to bear on legislative groups which frequently could remove or stop legal barriers to the continuing good health of the free enterprise system.

A classic example of what can be done by activating share owners was demonstrated about 20 years ago by the Women Investors Of America. This group is generally given most of the credit for stopping Franklin Roosevelt's bid to pack the United States Supreme Court with justices he hoped would be more sympathetic to his New Deal. The Women Investors organization got literally hundreds of thousands of signatures, both male and female, to a petition which had more to do than anything else in making Congress realize its responsibilities to the country in the court-packing situation.

In the past 20 years most of the country's large corporations have set in operation smooth-functioning Share Owner Relations departments. Their

principal reason for being is to serve as the corporate information service for stockholders, much as the Public Relations department informs employees and the corporation's other publics.

For the smaller firm with old roots in a community . . . the kind of industry found so frequently in Connecticut . . . the problem of share owner relations is probably not a pressing one. Stock more often than not is fairly static and stays in a family or trust for years on end. Further, the owners of the shares frequently know all there is to know about the company at any given time.

Many larger organizations, however, are giving a closer look today to their stockholders, at least in the field of information. Obviously a company has three entities to which it is responsible: stockholders, employees and local community. More and more top management people are beginning to feel that larger efforts must be taken to keep share owners informed.

Probably the best device now in use for communicating with those who own shares is the periodic letter from the president or board chairman. Ordinarily this need not be more than two sides of a standard letter form, double-spaced, and for the best effect should probably be sent out no more often than similar letters to employees are needed. Many firms, to be sure, send them each quarter with dividend announcements. It is believed by many PR officers and shareholders relations people that such letters are better timed *between* quarterly earnings statements, for psychological reasons.

(Continued on page 52)



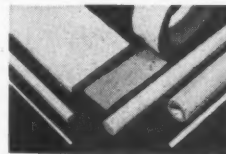
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# Business Tips

By EDWARD A. JORDAN

Assistant Professor, Finance

School of Business Administration, University of Connecticut

## Tomorrow's Managers . . . ?

A student of business with tact,  
Absorbed many answers he lacked—

But acquiring a job,

He said with a sob,

How DOES one fit answer to fact?

♦ EXACTLY when this sad limerick was first penned or who its far-sighted author was, is of no great significance. What is important is that this verse points up one of the most pressing problems facing business today and one to which altogether too few companies are actively seeking an effective solution, namely—the lack of competent management personnel.

The author is convinced that too many of the poor financial reports and actual business failures in recent years are due to the indiscreet and "happen what may" decisions of the large number of management people who, like our friend in the limerick, are still seeking the answer to the question "How DOES one fit answer to fact?"

Regular readers of this column will question whether this subject is a "Business Tip." True, it is not a business tip in the same sense as is an explanation of a new marketing or production technique or a tax law decision. However, the lack of capable management personnel is a problem the solution of which would affect the financial condition of a company perhaps far more than adoption of a new technique. This article then will spell out some of the causal factors in the problem and suggest some corrective steps that should be given honest consideration.

Many national associations and institutes have been and are conducting research in an effort to seek out a solution to this problem which now makes one of America's scarcest resources that of "good" management people. It is the writer's opinion that while these studies are indeed highly commendable they are perhaps a bit too sophisticated and too long-term in nature to be readily adopted by medium and smaller sized businesses. This being true, then it falls upon collegiate schools of business and businessmen themselves to do more NOW while awaiting the results of these long range studies.

I single out these two groups for I believe they are closing their eyes to practices within their own organizational structures that tend to worsen rather than alleviate the condition. My ideas on this subject will not meet with the approval of many of my contemporaries, nor will they go unchallenged by the "practical" objector who will claim the writer has been too long within the academic halls of theory. (Actually, the author possesses both practical as well as theoretical experience.) And, most assuredly, today's undergraduate will decry my remarks.

In what respects are schools of business responsible and what corrective steps could be taken?

First, colleges today are frightfully over-specialized in their curricula. The

great number of courses which have proliferated the college catalogues in recent years make it very difficult for college instructors to teach in depth. More and more they find themselves attempting to teach as a self-contained subject what really amounts to but a single aspect of a much broader area of study which, if taught as a unit, would be far more coherent.

As a by-product of this over-specialization, we find an alarmingly great use of the "objective" type examination. The well thought out essay examination which demands of students so much more of "old-fashion" thinking power is putting up a valiant, but I fear, a losing struggle.

A second area in which many colleges are failing both their students and the business world is revealed by an analysis of how today's graduates are earning their degrees. It is definitely NOT unusual to find a number of credits on a transcript of grades for such courses as horseback riding, power tennis, flower arrangement, etc. The author is not condemning these courses of study for they are, after all, proper selections for those students intending to major in such fields. My point is that these courses do not serve any purpose in the development of the BUSINESSMAN. Would not the same

(Continued on page 52)

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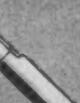
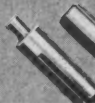


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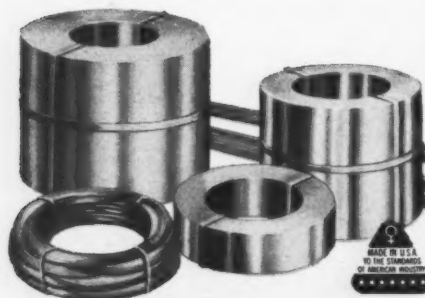
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# Accounting Hints

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## The Auditor's Certificate

By ARTHUR A. RAUTIO, C.P.A.

◆ Nearly every annual report issued to stockholders contains financial statements and an independent certified public accountant's opinion regarding the financial statements. This opinion has long been known as the auditor's certificate. This nomenclature, although somewhat misleading, is due, perhaps, to the fact that for many years it was customary to commence the CPA's opinion with the words "We certify that. . ."

### Opinion or Certificate

The CPA cannot certify, that is guarantee, that financial statements are correct. The CPA's conclusions are basically matters of opinion rather than of fact and his opinion is an expression of personal judgment. Therefore, it is now customary to begin the statement setting forth the CPA's conclusions with the phrase, "In our opinion. . ."

The CPA's opinion is not comparable to a certificate of title to real property issued by an attorney inasmuch as the attorney relies only on facts of record. Financial data often cannot be measured by exact and precise standards. The CPA cannot insure that the figures presented in the financial statements are absolutely correct. Many readers may be prompted to raise the question, "Why not?"

The reason is that accounting is not an exact science. Estimates and human judgment enter into the classification and allocation of the business transactions into the various accounts and accounting periods. Some of the items which are subject to judgment and probability are the depreciation reserves, bad debt reserves and inventory pricing.

### Expert Judgment of CPA

It has often been said "No opinion can be any better than the man who gives it." A person must satisfy educational and experience requirements and must pass rigid examinations in auditing, accounting theory and practice and commercial law before the

state will give him the right to hold himself out as a certified public accountant. The state retains the right to revoke the CPA certificate in certain instances if the work of the CPA has been inferior and not in the best interests of the public. Most CPA's belong to professional societies which hold them to a rigid code of ethics and which stress independence and impartiality. In effect, a CPA stakes his professional reputation on his opinion that the financial statements are a fair presentation of the financial position of the corporation and the results of operations for the period under review.

It can be said, therefore, that the opinion of the CPA is not merely a guess but is the opinion of an expert

in accounting and auditing who is independent and unbiased and is professionally responsible for what he says. His opinion is based on an adequate examination of the facts and is a report of the company's use of generally accepted accounting principles.

### Generally Accepted Accounting Principles and Auditing Standards

The phrases "generally accepted accounting principles" and "generally accepted auditing standards" are not merely flowery expressions intended to impress the reader of a CPA's opinion.

Generally accepted accounting principles have been promulgated by the accounting profession as a result of study, experience, sound judgment and logic. These authoritative rules, although basic, undergo revision and modification as a result of changing conditions. When financial statements are prepared in conformity with those principles, and are audited by CPA's they almost always present financial facts fairly, even though approximations and estimates have been necessary.

Generally accepted auditing standards require that the auditor's judgment be based on an examination sufficient to warrant his expressing an opinion. No audit procedure which

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the CPA feels should be followed in the particular engagement, with due consideration to materiality and risk involved and size and nature of the business, should be omitted. An illustration of the omission of a generally accepted auditing standard is the McKesson & Robbins case wherein the auditor did not physically examine all inventories. In the course of his audit, a CPA employs a variety of techniques and tests, selecting the procedures which, after a careful review of the system of internal control and the accounting procedures of the company, appear in his judgment and experience best suited to the engagement. If the company under examination maintains an internal audit staff, the CPA reviews their audit reports and coordinates his procedures so as to achieve the optimum audit on the business assets and transactions in the aggregate with a minimum of duplication as to audit procedures.

### Unqualified Opinion

An opinion of the CPA is considered to be unqualified when it reads as follows: "In our opinion, the accompanying balance sheet and related statements of income and retained earnings present fairly the position of the ——— Company at (date), and the results of its operations for the year ended (date), in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year."

It will be noted that the words "present fairly" are used instead of, for example, "are correct." The reason for the selection of the words "present fairly" has been touched on previously, that is, that the financial statements presented are not the result of arithmetical correctness alone but the application of objective judgment and estimate.

Within the area of generally accepted accounting principles there may be optional accounting methods. For example, there are a number of acceptable methods of depreciation and of inventory pricing and of these various methods some are better suited for certain types of businesses. Changing methods from one year to another would result in a distortion of a company's financial record and would impair the comparability of statements of different years. It is evident then why the auditor makes the statement as to whether accounting principles have been consistently applied.

### Opinion with Exception or Qualification

If the auditor does not follow some of the procedures in his examination

that generally accepted auditing procedures require, he should so state.

If the auditor finds that a material item is not presented in the financial statements in accordance with generally accepted principles, or that the principles have not been applied consistently, he must take an exception in his opinion. The auditor should not render an opinion at all if the exceptions are of such importance that they seriously impair the fairness of the statements as a whole. If the auditor did not verify the accounts receivable by independent communication with the debtors or satisfy himself as to their substantial validity by other means, or if he did not observe the physical inventory taking, he should not express an opinion. This requirement, of course, pertains to those engagements where the accounts receivable and inventories constitute a material part of the current assets. In these instances, the CPA would disclaim an opinion as to the over-all representations in the financial statements.

### Social Needs of Audits

The independent audit fills a social need in that it provides an impartial, expert financial interpreter as a kind of intermediary between borrower and lender, between management and stockholder, and between others who have financial relationships.

The auditor's report is an expression of objective judgment resulting from careful audit and evaluation of the procedures and accounting records of the company under review. This report is a meaningful document and it is worthy of careful study. It is intended to give a brief and independent report as to whether or not a company's financial statements are presented fairly in accordance with accepted standards.

### Public Relations

(Continued from page 47)

Less involved than preparing quarterly letters is the practice of simply sending share owners the employee publication, assuming it is an informative one which is not merely a social and/or sports mishmash. There are certain mechanical problems in doing this, however, especially with a firm whose shares are active on one of the exchanges.

But whatever the technique, it is a sound tactic to keep share owners at least as well informed as employees and the community or area involved. Keep this in mind; it may well be that you're slighting the people who hold your stock in favor of your personnel and your neighbors.

### Business Tips

(Continued from page 49)

time, be it one course or ten, be far more productive, if used for instruction in reading, writing, and arithmetic—the "Big Three" in which so many graduates are deficient? I say, "Yes."

It is imperative that officials and faculty of those colleges to which these remarks apply restudy their curricula both as to the degree of specialization and to course content. The revamping such studies would call for would, aside from improving the level of education, also contribute to a reduction in operating costs, relief of pressure on classroom space, and in general, go a long way in solving the financial and aspirin-immune headaches of many a college president.

A college cannot be expected to prepare fully a student for future managerial responsibilities. If it can afford to its graduates some degree of technical knowledge, some appreciation for the liberal arts, and most importantly, the discipline of THINKING WITH A PURPOSE, it has done its share of the job. It is then up to business to assume the training responsibility, making the chosen individuals as valuable as possible both to the specific firm as well as to society. While no statistics are available to prove or disprove this point, the author feels medium and small businesses particularly are not doing this. As Bacon wrote, "Natural abilities are like natural plants, that need pruning by study." This advice can be applied to the problem under discussion with the one qualification that the "pruning" must be the responsibility of both college and business.

Perhaps the most harmful failing on the part of business and the most difficult one to correct is the failure of those on the upper rungs of the management ladder to seek out the advice of their subordinates and also, their refusal often to delegate authority. The skill of management can come only by doing. The two practices mentioned make this impossible and thus, tend to break down the initiative of lower echelon management people and to result in a "Johnny-Be-Damned" attitude towards the firm's objectives and policies.

Secondly, the training programs of many concerns are in reality not training programs; rather, they are "information" periods. All too often these training sessions consist entirely of a discussion of the prevailing union contract or role-playing on what to do if Mary X requests an hour off. While it must be admitted that such sessions have their purpose and that role-play-

(Concluded on page 68)



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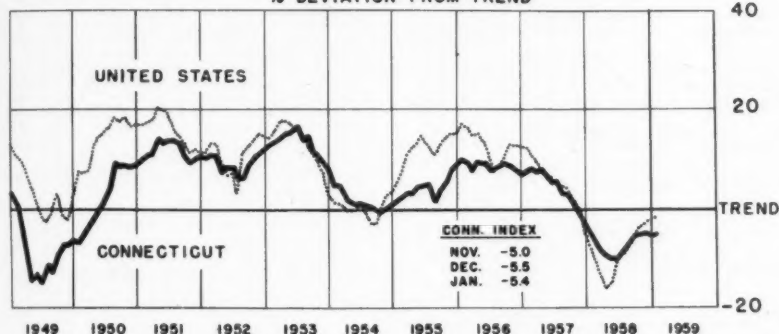
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# Business Pattern

**A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.**

## Moderate Business Gain in January

**INDUSTRIAL ACTIVITY—CONN. vs. UNITED STATES**  
% DEVIATION FROM TREND



♦ BOTH the State and National Indexes of Industrial Activity showed small gains in January. The Connecticut Index moved up fractionally to 5.4% below trend, still slightly under the 1958 high reached in November.

Among the four components of the index, only electric power sales lost ground in January. Contra-seasonal advances were noted in manufacturing employment, construction employment, and average hours worked in manufacturing.

The U.S. Index recovered the slight loss of December and climbed to 2.0% below trend—the highest level of activity since late 1957. The indications are that while the recovery will continue, it will move along in an irregular pattern for a few months.

Gains in steel production were responsible for the improved index, as other industries were leveling somewhat below previous peaks.

### Workers Earnings

Average weekly earnings in manufacturing industries for both Connecticut and the U.S. fell off slightly in January from the previous month's record high.

With average hourly earnings holding level, a seasonally shorter workweek led to a dip of about 70¢, bringing the Connecticut weekly average down to \$90.13. Weekly wages had risen for eight successive months before the January decline.

Nationally, weekly earnings which

this State, hourly earnings held level while the workweek declined  $\frac{1}{10}$  of an hour.

### Unemployment

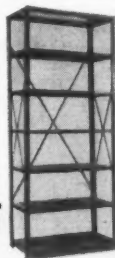
Since mid-year, the unemployment situation in Connecticut had shown improvement each month. However, January saw a temporary reversal of the downtrend. The total unemployed rose to a point slightly above the year ago figure with over 92,000, or 8.6%, of the labor force without jobs. The National figure was about 7% of the labor force.

The rise in unemployment in January was not unexpected. Post-holiday layoffs in business (mainly retail trades) and post office employment were responsible for nearly all of the increase.

With unemployment averaging over 89,000, or 8% of the labor force for the year 1958, Connecticut experienced its worst post-war year. On the average, there were 40,000 fewer manufacturing workers in 1958 than in 1957. This points up the severeness of the recession on that segment of the State's economy.

Non-manufacturing employment continued its long term gain, averaging nearly 9,000 higher in 1958 than in the previous year.

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- It Clips Together
- It's Quick to . . .  
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**Lawrence, Massachusetts**

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# IT'S MADE IN CONNECTICUT

**EDITOR'S NOTE:** This department, giving a partial list of peace-time products manufactured in Connecticut, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings purchased by Connecticut manufacturers. Interested buyers may secure further information by writing this department. Listing rates (12-time insertions only): \$6.00 for single listing. When several listings are ordered for insertion at the same time following multiple rates apply: \$10 for two and \$2.00 each beginning with the third.

<b>Accounting Forms</b> Baker-Goodyear Co The Branford	<b>Accounting Machines</b> Underwood Corporation Bridgeport	<b>Adding Machines</b> Underwood Corporation Bridgeport	<b>Adhesives</b> Polymer Industries Inc Springdale Raybestos Division Raybestos-Manhattan Inc Bridgeport	<b>Advertising Mats</b> Lockwood Sons Inc Wm H Hartford	<b>Advertising Plates</b> Lockwood Sons Inc Wm H Hartford	<b>Advertising Specialties</b> H C Cook Co The Ansonia	<b>Aerosol Products</b> Bridgeport Brass Company Bridgeport	<b>Air Compressors</b> Spencer Turbine Co The Hartford	<b>Air-Conditioning</b> Dunham-Bush Inc West Hartford Norwalk Airconditioning Corp South Norwalk	<b>Air Ducts</b> Wiremold Co The (Retractable) Hartford	<b>Air Heaters—Direct Fired</b> Peabody Engineering Corporation Stamford	<b>Air Impellers</b> The Torrington Manufacturing Co Torrington	<b>Aircraft</b> Sikorsky Aircraft Division United Aircraft Corporation (helicopters) Bridgeport	<b>Aircraft Accessories</b> Chandler Evans Div Pratt & Whitney Co Inc (Piston and Jet Engine Accessories—Carburetors, Fuel Controls, Afterburner Regulators, Pumps, Servomechanisms and Protek Plugs) West Hartford Consolidated Controls Corp Bethel Fenn Mfg Co The (Hardened and Ground Gear assemblies) Newington Gabb Special Products Inc (filler caps—pressure fuel servicing systems) Windsor Locks Hamilton Standard Div United Aircraft Corp (propellers and other aircraft equipment) Windsor Locks	<b>Aircraft Engine Timing Tools</b> Gabb Special Products Inc Windsor Locks	<b>Aircraft Engine Details</b> Hartford Machine Screw Co Div of Standard Screw Co Hartford	<b>Aircraft Engines</b> Lycoming Division Avco Manufacturing Corp Stratford Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford	<b>Aircraft Fasteners</b> Bland Buner Co The Thread Products Div Hartford Hartford Machine Screw Co Div of Standard Screw Co Hartford Scovill Manufacturing Company (PANELOC Aircraft Fasteners) Waterbury	<b>Aircraft Instruments</b> Gorn Electric Company Inc Stamford	<b>Aircraft—Repair &amp; Overhaul</b> Airport Department Pratt & Whitney Aircraft Division Rentschler Field East Hartford	<b>Aircraft Studs and Bolts</b> Hartford Machine Screw Co Div of Standard Screw Co Hartford	<b>Aircraft Test Equipment</b> United Manufacturing Co Division of The W L Maxson Corp Hamden	<b>Alumilite Aluminum Sheets</b> Leed Co The H A Hamden	<b>Aluminum Bronze Castings</b> Knapp Foundry Company Inc Guilford	<b>Aluminum Castings</b> Eastern Malleable Iron Company The Naugatuck West Haven Newton-New Haven Co Bridgeport	<b>Aluminum Die Castings</b> Mt Vernon Die Casting Corporation Stamford Stewart Die Casting Div. Stewart-Warner Corp. Bridgeport	<b>Aluminum Extrusions</b> Bridgeport Brass Company Bridgeport	<b>Aluminum Forgings</b> Bridgeport Brass Company Bridgeport Consolidated Industries Inc West Cheshire Scovill Manufacturing Company Waterbury	<b>Aluminum Ingots</b> Lapides Metals Corp New Haven	<b>Aluminum Sand Castings</b> Bridgeport Deoxidized Bronze Corp Bridgeport	<b>Aluminum—Sheet and Rod</b> Scovill Manufacturing Company Waterbury	<b>Aluminum—Sheets &amp; Coils</b> United Smelting & Aluminum Co Inc New Haven	<b>Ammunition</b> Arms and Ammunition Div Olin Mathieson Chemical Corp New Haven	<b>Anodic Coating</b> Fenn Mfg Co The (Dow 17) Newington	<b>Anodizing</b> Aluminum Finishing Co. Bridgeport Comco Inc Div of Enthone Inc New Haven Leed Co The H A Hamden	<b>Anodizing Equipment</b> Comco Inc Div of Enthone Inc New Haven	<b>Asbestos</b> Auburn Manufacturing Company The (gaskets, packings, wicks) Middletown	<b>Asarcon Bronze</b> Derby Castings Company, The Seymour Knapp Foundry Company Inc (bushing & bearing stock) Guilford	<b>Assemblies—Small</b> Barnes Co The Wallace Div Associated Spring Corp Bristol Greist Manufacturing Co The New Haven Hartford Machine Screw Co Div of Standard Screw Co Hartford Stanley Humason Inc Forestville J H Sessions & Son Bristol	<b>Audio-Visual Equipment</b> Victor Animatograph Corp a div of Kalart (16mm sound and silent projectors; 35mm filmstrip and sound slide film projectors) Plainville	<b>Automatic Buffing &amp; Polishing Machines</b> Harper Buffing Machine Company The East Hampton	<b>Auto Cable Housing</b> Wiremold Company The Hartford	<b>Automatic Assembly Machines</b> Sperry Products Inc Danbury	<b>Automatic Control Instruments</b> Bristol Co The (temperature, pressure, flow, humidity, time) Waterbury	<b>Automobiles—Children's</b> Powercar Company Mystic	<b>Automotive Bodies</b> Metropolitan Body Company Bridgeport	<b>Automotive Parts</b> Bridgeport Thermostat Div Robertshaw—Fulton Controls Co (automobile thermostats) Milford Eis Manufacturing Co (Hydraulic and Mechanical) Middletown Raybestos Division of Raybestos-Manhattan Inc (Brake Lining, Lined Brake Shoes, Clutch Facings, Automatic Transmission Parts, Fan Belts, Radiator Hose and Miscellaneous Rubber) Bridgeport	<b>Automotive &amp; Service Station Equipment</b> Scovill Manufacturing Company (Canned Oil Dispensers) Waterbury	<b>Automotive Tools</b> Eis Manufacturing Company Middletown	<b>Bag Sealing Machines</b> Derby Sealers Inc Derby	<b>Bakelite Moldings</b> Watertown Mfg Co The Watertown	<b>Balls</b> Abbott Ball Co The (steel bearing and burnishing) Hartford Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum) Hartford Kilian Steel Ball Corp The Hartford Pioneer Steel Ball Company Inc (steel for bearings, burnishing, graining; also brass, bronze and stainless) Unionville Superior Steel Ball Co Inc (steel bearings & burnishing material) New Britain	<b>Banbury Mixers</b> Farrel-Birmingham Company Inc Ansonia	<b>Barrels</b> Abbott Ball Co The (burnishing and tumbling) Hartford Esbee Barrel Finishing Corp (burnishing & tumbling) Byram Hartford-Steel Ball Co The (tumbling) Hartford King Co Alfred B (tumbling and plating) North Haven	<b>Baskets—Wire</b> Rolock Inc Fairfield	<b>Bearings</b> Barden Corporation The (ball) Danbury Fafnir Bearing Co (ball) New Britain Marlin-Rockwell Corporation Plainville New Departure Div of General Motors (ball) Bristol Norma-Hoffman Bearings Corp (ball and roller) Stamford	<b>Bellows Assemblies</b> Bridgeport Thermostat Div Robertshaw—Fulton Controls Co Milford	<b>Bellows—Metallic</b> Bridgeport Thermostat Div Robertshaw—Fulton Controls Co Milford	<b>Bells</b> Bevin Brothers Mfg Co East Hampton N N Hill Brass Co The East Hampton	<b>Belt Fasteners</b> Saling Manufacturing Company (patented self-aligning) Unionville	<b>Belting</b> Hartford Belting Co Hartford Russell Mfg Co (High Speed Endless, Laminated Rubber, Roll Stock all types) Middletown	<b>Bends—Pipe or Tube</b> National Pipe Bending Co The New Haven	<b>Bicycle Coaster Brakes</b> New Departure Div General Motors Corp Bristol	<b>Bicycle Sundries</b> New Departure Div General Motors Corp Bristol	<b>Blackening Salts for Metals</b> Enthone Inc New Haven Mitchell-Bradford Chemical Co Milford	<b>Black Oxide Finishing</b> Black Oxide Inc New Britain	<b>Black Oxide Treatment</b> Bennett Metal Treating Co The Elmwood	<b>Blades</b> Capewell Manufacturing Company Metal Saw Division (hack saw and band saw) Hartford	<b>Blocks</b> Howard Company (cupola fire clay) New Haven	<b>Blower Fans</b> Colonial Blower Company Plainville Spencer Turbine Co The Hartford (Advt.)
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# I T ' S M A D E I N C O N N E C T I C U T

<b>Blower Systems</b>	
Colonial Blower Company	Plainville
Ripley Co	Middletown
<b>Blower Wheels</b>	
Torrington Manufacturing Company The	Torrington
<b>Blueprints and Photostats</b>	
Joseph Merritt & Co	Hartford
<b>Boilers</b>	
Bigelow Co The	New Haven
<b>Bolts and Nuts</b>	
Clark Brothers Bolt Co	Milddale
<b>Boring Tools</b>	
Atrax Company The (solid carbide)	Newington
<b>Bottles</b>	
Feldman Glass Co. The	New Haven
<b>Box Board</b>	
Bird & Son Inc	New Britain
Continental Can Co., Boxboard and Folding Carton Division	Montville
Federal Paper Board Co Inc	Montville, New Haven & Versailles
Lydall & Foulds Paper Co The	Manchester
New Haven Board & Carton Co The	New Haven
Robertson Paper Box Co	Montville
<b>Boxes</b>	
Bird & Son Inc (corrugated, solid fibre, cleated containers)	New Britain
Connecticut Container Corporation	New Haven
Continental Can Co., Fibre Drum and Corrugated Box Division	Portland
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes)	Durham
Middletown Mfg Co (metal)	Middletown
Warner Bros Co The (Acetate, Paper, Acetate and Paper Combinations, Counter Display, Setup)	Bridgeport
<b>Boxes and Crates</b>	
City Lumber Co of Bridgeport Inc The	Bridgeport
<b>Boxes—Folding</b>	
Leshine Carton Co	Branford
<b>Boxes—Metal</b>	
Merriam Mfg Co (Bond and Security, Cash and Utility, Personal Files and Drawer Safes)	Durham
Scovill Manufacturing Company (aluminum, brass, bronze, copper-cosmetic, drug, hair pin, ointment, pill, powder, rouge, vanity)	Waterbury
<b>Boxes—Paper—Folding</b>	
Atlantic Carton Corp	Norwich
Bridgeport Paper Box Co	Bridgeport
Carpenter-Hayes Paper Box Co Inc	East Hampton
Continental Can Co., Boxboard and Folding Carton Division	Montville
Curtis & Sons Inc S	Sandy Hook
Folding Cartons Incorporated (paper, folding)	Versailles
Mills Inc H J	Bristol
National Folding Box Co Div Federal Paper Board Co Inc (paper folding)	New Haven and Versailles
New Haven Board & Carton Co The	New Haven
Robertson Paper Box Co	Montville
Warner Bros Co The	Bridgeport
<b>Boxes—Paper—Setup</b>	
Bridgeport Paper Box Co	Bridgeport
Heminway Corporation The	Waterbury
Mills Inc H J	Bristol
Strouse Adler Company The	New Haven
Warner Bros Co The	Bridgeport
<b>Brake Cables</b>	
Eis Manufacturing Co	Middletown
<b>Brake Linings</b>	
Raybestos Division of Raybestos-Manhattan Inc (Automotive and Industrial)	Bridgeport
Russell Mfg Co (all types, Fused Fabric, Durak, Wireback, Extruded)	Middletown
<b>Brake Service Parts</b>	
Eis Manufacturing Co	Middletown
<b>Brass &amp; Bronze</b>	
American Brass Co The (sheet, wire, rods, tubes)	Waterbury
Bridgeport Rolling Mills Company (coil, sheet, strip)	Bridgeport
Bridgeport Brass Company (sheet, rod, wire and tubing)	Bridgeport
Bristol Brass Corp The (sheet, wire, rods)	Bristol
Chase Brass & Copper Co	Waterbury
Miller Company The (phosphor bronze and brass in sheets, strips, rolls)	Meriden
Plume & Atwood Mfg Co The (sheet, wire, rod)	Thomaston
Scovill Manufacturing Company	Waterbury
Seymour Mfg Co The (strip, sheet & wire)	Seymour
Tinsheet Metals Co The (sheets and rolls)	Waterbury
Western Brass Mills Division of Olin Industries Inc (sheet, strip)	New Haven
<b>Brass &amp; Bronze Ingot Metal</b>	
Mitchell Smelting & Refining Co Inc	Botsford
Plume & Atwood Mfg Co The	Thomaston
Whipple and Choate Company The	Bridgeport
<b>Brass, Bronze, Aluminum Castings</b>	
Derby Castings Company, The	Seymour
Victors Brass Foundry Inc	Guilford
<b>Brass Goods</b>	
American Brass Company The	Waterbury
Plume & Atwood Mfg Co The (to order)	Waterbury
Rostand Mfg Co. The (Ecclesiastical Brass Wares)	Milford
Scovill Manufacturing Company (to order)	Waterbury
Western Brass Mills Div Olin Mathieson Chemical Corp	New Haven
<b>Brass Mill Products</b>	
American Brass Company The	Waterbury
Bridgeport Brass Co	Bridgeport
Chase Brass & Copper Co	Waterbury
Plume & Atwood Mfg Co The	Thomaston
Scovill Manufacturing Company	Waterbury
Seymour Manufacturing Co. The	Seymour
Western Brass Mills Div Olin Mathieson Chemical Corp	New Haven
<b>Brick-Building</b>	
Donnelly Brick Co The	New Britain
<b>Bricks—Fire</b>	
Howard Company	New Haven
Mullite Works Refractories Div H. K. Porter Co Inc	Shelton
<b>Bright Wire Goods</b>	
Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks)	New Haven
<b>Broaching</b>	
Hartford Special Machinery Co The	Hartford
<b>Bronze &amp; Aluminum Castings</b>	
Knapp Foundry Company Inc (rough or machined)	Guilford
<b>Bronze Sand Castings</b>	
Bridgeport Deoxidized Bronze Corp	Bridgeport
<b>Brooms—Brushes</b>	
Fuller Brush Co The	Hartford
<b>Buckles</b>	
B Schwanda & Sons	Staffordville
Hawie Mfg Co The	Bridgeport
North & Judd Manufacturing Co.	New Britain
Patent Button Co The	Waterbury
Ridson Manufacturing Co John M. Russell Div	Naugatuck
<b>Buffing &amp; Polishing Compositions</b>	
Apothecaries Hall Company Division	Waterbury
The Hubbard Hall Chemical Company	Waterbury
<b>Building Materials</b>	
City Lumber Co of Bridgeport Inc	Bridgeport
<b>Burners</b>	
Plume & Atwood Mfg Co The (kerosene oil lighting)	Thomaston
<b>Burners—Automatic</b>	
Peabody Engineering Corporation	Stamford
<b>Burners—Coal and Oil</b>	
Peabody Engineering Corporation (Combined)	Stamford
<b>Burners—Gas</b>	
Peabody Engineering Corporation (Blast Furnace)	Stamford
<b>Burners—Gas and Oil</b>	
Peabody Engineering Corporation (Combined)	Stamford
<b>Burners—Refinery</b>	
Peabody Engineering Corporation (For Gas and Oil)	Stamford
<b>Burnishing</b>	
Abbott Ball Co The (Burnishing Barrels and Burnishing Media)	Hartford
Pioneer Steel Ball Company Inc (balls, cones, other metallic shapes)	Unionville
<b>Burs</b>	
Atrax Company The (carbide)	Newington
Pratt & Whitney Co Inc	West Hartford
<b>Business Forms</b>	
Connecticut Manifold Forms Co. The	West Hartford
<b>Buttons</b>	
B Schwanda & Sons	Staffordville
Frank Parizek Manufacturing Co The	Putnam
Patent Button Co The	Waterbury
Scovill Manufacturing Company (Uniform and Tack Fasteners)	Waterbury
Waterbury Companies Inc (Uniform and Fancy Dress)	Waterbury
<b>Cabinet Work</b>	
Hartford Builders Finish Co	Hartford
<b>Cable—Asbestos Insulated</b>	
Rockbestos Products Corp	New Haven
<b>Cable-Interlocked Armor</b>	
General Electric Company	Bridgeport
<b>Cable—Nonmetallic Sheathed</b>	
General Electric Company	Bridgeport
<b>Cable—Service Entrance</b>	
General Electric Company	Bridgeport
<b>Cages</b>	
Andrew B. Hendryx Co The (bird and animal)	New Haven
<b>Cams</b>	
American Cam Company Inc	Hartford
Hartford Special Machinery Co The	Hartford
Rowbottom Machine Company Inc	Waterbury
<b>Cams, 2 Dimensional</b>	
Mallory Industries, Inc	West Hartford
Parker-Hartford Corporation	Hartford
<b>Cams, 3 Dimensional</b>	
Mallory Industries, Inc	West Hartford
Parker-Hartford Corporation	Hartford
<b>Capacitors</b>	
Electro Motive Mfg Co Inc. The (mica & trimmer)	Willimantic
<b>Carbide Drawing Dies</b>	
State Products Co (eyelet special shape dies)	Oakville
<b>Carbide Shape Dies</b>	
Thomaston Tool & Die Co (any form)	Thomaston
<b>Carbide Tools</b>	
Atrax Company The (solid)	Newington
Precision Tool & Die Co	Waterbury
<b>Carbon Pile Type Resistors</b>	
Engineered Metals	Manchester
<b>Card Clothing</b>	
Standard Card Clothing Co The (for textile mills)	Stafford Springs
<b>Card Indexes</b>	
Wassell Organization Inc	Westport
<b>Carpenter's Tools</b>	
Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vices)	New Haven
<b>Carpets and Rugs</b>	
Bigelow-Sanford Carpet Co	Thompsonville
<b>Carton Closure Equipment</b>	
Better Packages Inc ("Tape-O-Matic," "Better Pack")	Shelton
<b>Casters</b>	
Bassick Company The (Industrial and General)	Bridgeport
<b>Castings</b>	
Connecticut Foundry Co (grey iron)	Rocky Hill
Connecticut Malleable Castings Co. (malleable iron castings)	New Haven
Ductile Iron Foundry Inc	Stratford
Eastern Malleable Iron Company The (malleable iron, metal and alloy)	Naugatuck
Farrel-Birmingham Company Inc (Meehanite Nodular, Iron, Steel)	Ansonia
H R Engineering Laboratories Inc (centrifugal steel mold)	East Haddam
Hartford Electric Steel Corp The (carbon, low alloy and stainless steel castings)	Hartford
Malleable Iron Fittings Co (malleable iron and steel)	Branford
McLagan Foundry Co. (grey iron)	New Haven
Newton-New Haven Co (zinc and aluminum)	West Haven
Putnam Crucible Steel Co (steel)	Branford
Plainville Casting Company (gray, alloy and high tensile irons)	Plainville
Producto Machine Company The	Bridgeport
Sako Aluminum Castings Inc	Fairfield
Scovill Manufacturing Company (Brass & Bronze)	Waterbury
Turner & Seymour Mfg Co The (gray iron, semi steel and alloy)	Torrington
Union Mfg Co (grey iron & semi steel)	New Britain
Waterbury Foundry Company The (highway & sash weights)	Waterbury
Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown (Advl.)

# I T ' S M A D E I N C O N N E C T I C U T

<b>Castings—Investment</b>		<b>Coil Winding Machines</b>		<b>Copper Castings</b>	
Arwood Precision Casting Corp	Groton	Boesch Mfg Co Inc	Danbury	Knapp Foundry Company Inc	Guilford
<b>Cements—Refractory</b>		<b>Coils—Electric</b>		<b>Copper Sand Castings</b>	
Mullite Works Refractories Div H K Porter Co Inc	Shelton	Bittermann Electric Company	Canaan	Bridgeport Deoxidized Bronze Corp	Bridgeport
<b>Centerless Grinding</b>		<b>Coils—Pipe or Tube</b>		<b>Copper Sheets</b>	
Brown Manufacturing Co	New Britain	National Pipe Bending Co The	New Haven	American Brass Company The	Waterbury
Winsted Centerless Co	Winsted	Whitlock Manufacturing Co The	Hartford	New Haven Copper Co The	Seymour
<b>Centers</b>		<b>Cold Molded Electrical Insulation</b>		<b>Copper Shingles</b>	
Ready Tool Co The (anti friction, carbide tipped, high speed)	Stratford	Meriden Molded Plastics	Meriden	New Haven Copper Co The	Seymour
<b>Centrifugal Pumps</b>		<b>Commercial Heat Treating</b>		<b>Copperware</b>	
Hameo Inc (gasoline or electric driven)	New Haven	A F Holden Company The	West Haven	Bridgeport Brass Company (cooking utensils)	Bridgeport
<b>Cermets</b>		<b>Commercial Truck Bodies</b>		<b>Copper Water Tube</b>	
Russell Mfg Co (for missiles, and for friction materials)	Middletown	King Co Alfred B	North Haven	American Brass Company The	Waterbury
<b>Chain</b>		Metropolitan Body Company	Bridgeport	Bridgeport Brass Co	Bridgeport
Riadon Manufacturing Co John M Russel Div	Naugatuck	<b>Compacts</b>		<b>Cord</b>	
Turner and Seymour Mfg Co The (weldless, ash, jack, safety, furnace, universal, lion and cable)	Torrington	Scovill Manufacturing Company (powder and rouge)	Waterbury	Russell Mfg Co The (marine & aero shock)	Middletown
<b>Chain—Bead</b>		<b>Comparators</b>		<b>Cords—Asbestos Insulated</b>	
Auto-Swage Products Inc	Shelton	Pratt & Whitney Co Inc (Electro-limit and Air-O-Limit)	West Hartford	General Electric Company	Bridgeport
Bead Chain Mfg Co The	Bridgeport	<b>Compressors</b>		<b>Cords—Braided</b>	
<b>Chain—Power Transmission and Conveying</b>		Norwalk Company Inc (high pressure air and gas)	South Norwalk	General Electric Company	Bridgeport
Whitney Chain Company	Hartford	<b>Computers</b>		<b>Cords—Heater</b>	
<b>Chairs</b>		Reflectone Corporation The	Stamford	General Electric Company	Bridgeport
The Hitchcock Chair Company	Riverton	<b>Concrete Products</b>		<b>Cords—Portable</b>	
<b>Chemical Manufacturing</b>		Plasticrete Corp	Hamden	General Electric Company	Bridgeport
Carwin Company The	North Haven	<b>Condenser and Heat Exchanger Tubes</b>		<b>Cord Sets—Electric</b>	
<b>Chemicals</b>		Bridgeport Brass Company	Bridgeport	General Electric Company	Bridgeport
Apothecaries Hall Company Division	Waterbury	Scovill Manufacturing Company	Waterbury	<b>Cork Cots</b>	
The Hubbard Hall Chemical Company	Shelton	<b>Cones</b>		Sonoco Products Co (Climax-Lowell Div.)	Mystic
Axtom-Cross Co	North Haven	Sonoco Products Co (Climax-Lowell Div.)	Mystic	<b>Correspondence Files</b>	
Carwin Company The	New Haven	(Paper)		Wassell Organization Inc	Westport
Macalaster Bicknell Company	Waterbury	<b>Connector</b>		<b>Corrugated Box Manufacturers</b>	
MacDermid Incorporated	United States	Gorn Electric Co Inc (precision miniature electrical and printed circuit)	Stamford	Connecticut Container Corporation	New Haven
Naugatuck Chemical Division	Naugatuck	<b>Consulting Engineers</b>		Corrugated Containers Inc	Hartford
Rubber Co	Canaan	McNeal J D (Electrical and Electronic)	New Haven	<b>Corrugated Shipping Cases</b>	
New England Lime Company	Groton	Stanley P. Rockwell Co Inc The (Consulting)	Hartford	Connecticut Container Corporation	New Haven
Pfizer & Co Inc Chas	Naugatuck	<b>Continuous Mill Gages</b>		Continental Can Co. Fibre Drum and Corrugated Box Division	Portland
United States Chemical Corp (maintenance and powdered hand soap, floor wax, cleaners, disinfectants, fuel additives)	New Haven	Pratt & Whitney Co Inc	West Hartford	D L & D Container Corp	New Haven
<b>Chemicals—Agriculture</b>		<b>Contract Machining</b>		<b>Cosmetic Containers</b>	
Naugatuck Chemical Division United States Rubber Co (insecticides, fungicides, weed killers)	Naugatuck	Laurel Mfg Co Inc (Precision Production Small Parts)	Plainville	Eyelet Specialty Div. International Silver Co.	Wallingford
<b>Chemists—Analytical and Consulting</b>		Malleable Iron Fittings Company	Branford	Plume & Atwood Mfg Co The (metal)	Thomaston
Bridgeport Testing Laboratory Inc	Bridgeport	<b>Contract Manufacturers</b>		Scovill Manufacturing Company	Waterbury
<b>Christmas Light Clips</b>		Fenn Mfg Co The (Precision Machine Work)	Newington	<b>Cosmetics</b>	
Foursome Manufacturing Co	Bristol	Greist Mfg Co The (metal parts and assemblies)	New Haven	J B Williams Co The	Glastonbury
<b>Chromium Plating</b>		Hartford Machine Screw Co Div of Standard Screw Co	Hartford	<b>Cotton and Asbestos Wicking</b>	
Chromium Corp of America	Waterbury	Merriam Mfg Co (production runs—metal boxes and containers to specifications)	Durham	Bland Burner Co The	Hartford
Chromium Process Company The	Shelton	Plume & Atwood Mfg Co The (metal parts and assemblies)	Thomaston	<b>Counting Devices</b>	
<b>Chucks</b>		Scovill Manufacturing Company (metal parts and assemblies)	Waterbury	Veeder-Root Inc	Hartford
Cushman Chuck Co The	Hartford	J H Sessions & Son	Bristol	<b>Couplings</b>	
Jacobs Manufacturing Co The	West Hartford	<b>Controllers</b>		Scovill Manufacturing Company (hose and tube)	Waterbury
Union Manufacturing Company	New Britain	Bristol Company The	Waterbury	<b>Crushers</b>	
<b>Chucks—Drill</b>		Manning Maxwell & Moore Inc	Stratford	Farrel-Birmingham Company Inc (Stone and Ore)	Ansonia
Jacobs Manufacturing Co The	West Hartford	<b>Controls—Remote</b>		<b>Cushioning for Packaging</b>	
<b>Chucks &amp; Face Plate Jaws</b>		Parish Controls (Remote Controls for Marine & Aeronautic Applications)	Bridgeport	Gilman Brothers Co The	Gilman
Cushman Chuck Co The	Hartford	<b>Controls—Hydraulic Remote</b>		<b>Cutters</b>	
Union Mfg Co	New Britain	Sperry Products Inc	Danbury	Atrax Company The (solid carbide)	Newington
<b>Chucks—Power Operated</b>		<b>Converters DC to AC</b>		Mitrametric Co The (ground pinion)	Torrington
Cushman Chuck Co The	Hartford	Electric Specialty Co	Stamford	Pratt & Whitney Co Inc (Milling Cutters all types)	West Hartford
Union Manufacturing Company	New Britain	<b>Conveyer Systems</b>		<b>Cutting &amp; Creasing Rule</b>	
<b>Clay</b>		Hayes-Te Equipment Corp Connecticut Conveyer Division (Conveyor Co The)	East Haven	Bartholomew Co H J	Bristol
Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven	King Co Alfred B	North Haven	<b>Decalcomanias</b>	
<b>Cleaning Compounds</b>		Leeds Conveyer Mfg Co The	East Haven	Sirocco Screenprints	New Haven
Enthone Inc (Industrial)	New Haven	Production Equipment Co	Meriden	<b>Deep Hole Drilling &amp; Reaming</b>	
MacDermid Incorporated	Waterbury	<b>Copper</b>		Hamden Deep Hole Drilling Co	Hamden
<b>Clock Mechanisms</b>		American Brass Corp The (sheet, wire, rods, tubes)	Waterbury		
Lux Clock Mfg Co The	Waterbury	Bridgeport Brass Company (sheet, rod, wire and tubing)	Bridgeport		
<b>Clocks</b>		Bristol Brass Corp The (steel)	Bristol		
E Ingraham Co The	Bristol	Chase Brass & Copper Co (sheet, rod, wire tube)	Waterbury		
Seth Thomas Clocks	Thomaston	Thinsheet Metals Co The (sheet and rolls)	Waterbury		
United States Time Corporation	The Waterbury	Western Brass Mills Div Olin Mathieson Chemical Corp	New Haven		
<b>Clocks—Alarm</b>					
Lux Clock Mfg Co The	Waterbury				
<b>Clocks—Automatic Cooking</b>					
Lux Clock Mfg Co The	Waterbury				
<b>Clutches</b>					
Snow-Nabstedt Gear Corp The	New Haven				
<b>Clutch Facings</b>					
Raybestos Division of Raybestos-Manhattan Inc (Molded, Woven, Semi-metallic and Full-metallic)	Bridgeport				
Russell Mfg Co (rubber Shock Cord—all sizes and types)	Middletown				

# I T ' S M A D E I N C O N N E C T I C U T

<b>Deep Drawings</b> Stanley Pressed Metal New Britain	<b>Drafting Accessories</b> Joseph Merritt & Co Hartford	<b>Electrical Appliances</b> Iona Manufacturing Company The Manchester
<b>Deep Hole Drilling &amp; Reaming</b> Wilson Arms Co. Hamden	<b>Drill Presses</b> Townsend Mfg Co The H P Elmwood	<b>Electrical Conduit Fittings &amp; Grounding Specialties</b> Gillette-Vibber Company The New London
<b>Delayed Action Mechanism</b> M H Rhodes Inc Hartford R W Cramer Company Inc The Centerbrook	<b>Drilling Machines</b> Howe & Fant Inc (Turret Type) East Norwalk Pratt & Whitney Co Inc (Deep Hole) West Hartford	<b>Electrical Control Apparatus</b> Plainville Electrical Products Co The Plainville
<b>Demineralizers</b> Crystal Research Laboratories Hartford	<b>Drilling and Tapping Machinery</b> Hartford Special Machinery Co The Hartford	<b>Electrical Controls</b> Monarch Electric Co (Allis Chalmers) New Britain
<b>Design</b> Designers for Business and Industry (product design-appearance) New Haven	<b>Drop Forgings</b> Atwater Mfg Co Plantsville Billings & Spencer Co The Hartford Consolidated Industries West Cheshire Wilcox Crittenden & Co Inc Middletown	<b>Electrical Motors</b> Electric Specialty Co Stamford Iona Manufacturing Company The Manchester U S Electrical Motors Inc Milford
<b>Design &amp; Drafting Service</b> Smith & Winchester Mfg Co The South Windham	<b>Druggists' Rubber Sundries</b> Seamless Rubber Company The New Haven	<b>Electrical Recorders</b> Bristol Co The Waterbury
<b>Diamonds—Industrial</b> Parsons Diamond Products Inc West Hartford	<b>Duplicating Machines—Automatic</b> Pratt & Whitney Co Inc West Hartford	<b>Electrical Relays and Controls</b> Allied Control Co Plantsville
<b>Dictating Machines</b> Dictaphone Corporation Bridgeport Gray Manufacturing Company The Hartford SoundScriber Corporation The New Haven	<b>Duplicator Tables</b> Regent Machine Co Bridgeport	<b>Electrical Switchboards</b> Plainville Electrical Products Co The Plainville Pneumatic Applications Co Simsbury
<b>Die Cast Dies</b> C & F Tool & Die Corp Bridgeport	<b>Elastic</b> Russell Mfg Co (rubber shock cord—all sizes and types) Middletown	<b>Electrical Test Equipment</b> McNeal J D New Haven
<b>Die Castings</b> Newton-New Haven Co Inc New Haven	<b>Electric Cables</b> General Electric Company (for residential, commercial and industrial applications) Bridgeport Rockbestos Products Corp (asbestos insulated) New Haven	<b>Electrical Wiring Systems</b> Wiremold Co The Hartford
<b>Die Casting Dies</b> ABA Tool & Die Co Manchester Eastern Machine Screw Corp The New Haven Weimann Bros Mfg Co. The Derby	<b>Electric Cord Springs</b> Bristol Spring Manufacturing Co Plainville	<b>Electronic Parts</b> Patent Button Company The Waterbury Prentice Mfg Co The G E (stampings to customers' specifications) Kensington Terryville Manufacturing Co (Stampings to customer specifications) Terryville
<b>Die Heads—Self Opening</b> Eastern Machine Screw Corp The New Haven Geometric Tool Division, Greenfield Tap & Die Corp New Haven	<b>Electric Cords</b> General Electric Company Bridgeport Rockbestos Products Corp (asbestos insulated) New Haven	<b>Electronics</b> Beau Electronics Waterbury Gray Manufacturing Company the Hartford McNeal J D New Haven Middletown Mfg Co (metal cabinets, chassis panels, brackets, cases) Middletown Ripley Co Middletown Sturup Larabee & Warmers Inc Middletown
<b>Die Polishing Machinery</b> Hartford Special Machinery Co The Hartford	<b>Electric Eye Control</b> Ripley Company Inc Middletown	<b>Electroplating</b> Giering Metal Finishing Inc Hamden National Sherardizing & Machine Co Hartford Waterbury Plating Company Waterbury
<b>Die Sets</b> Pratt & Whitney Co Inc (Precision) West Hartford Producto Machine Company The Bridgeport Union Mfg Co (precision, steel and semi-steel) New Britain	<b>Electric Fixture Wire</b> Rockbestos Products Corp (asbestos insulated) New Haven	<b>Electroplating—Equipment &amp; Supplies</b> Apothecaries Hall Company Division Waterbury Comco Inc Div of Enthone Inc New Haven Hubbard Hall Chemical Company The Waterbury Len Manufacturing Co The Waterbury MacDermid Incorporated Waterbury
<b>Die Sinkers</b> Pratt & Whitney Co Inc West Hartford	<b>Electric Hand Irons</b> Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted	<b>Electroplating Processes &amp; Supplies</b> Enthone Inc New Haven
<b>Dies</b> Hogson & Pettis Mfg Co The New Haven Mitrametric Co The (ground for gears) Torrington Pratt & Whitney Co Inc (Monocoone and Ducone Dies) West Hartford	<b>Electric Heating Elements</b> Hartford Element Co Hartford	<b>Electrotypes</b> Barnum-Hayward Electrotypes Co Inc New Haven Lockwood Sons Inc Wm H Hartford New Haven Electrotypes Div Electrographic Corp New Haven
<b>Dies &amp; Die Cutting</b> Douglas Co Geo M New Haven	<b>Electric Ignition Harnesses</b> General Electric Company Bridgeport	<b>Elevators</b> Eastern Elevator Co (passenger and freight) New Haven General Elevator Service Co Hartford
<b>Dies—Steel Rule</b> Acme Steel Rule Die Corporation Waterbury	<b>Electric Insulation</b> Case Brothers Inc Manchester Stevens Paper Mills Inc The Windsor	<b>Enameling</b> Giering Metal Finishing Inc Hamden Waterbury Plating Company Waterbury
<b>Display Containers</b> National Folding Box Co Div Federal Paper Board Co Inc (folding paperboard) New Haven and Versailles	<b>Electric Lighting Fixtures</b> Fan-Craft Mfg Co (residential, church, post lanterns) Plainville Plume & Atwood Mfg Co The Thomaston Wasley Products Inc Plainville	<b>Enamels &amp; Lacquers</b> Dobbs Chemical Co The (industrial finishes to customers' specifications) New Haven
<b>Displays—Design &amp; Production</b> Ad-Craft Displays, Inc. Bloomfield Conn-Craft Co. (Plastic) Waterbury Stifel & Kufka New Britain	<b>Electric Motor Controls</b> Arrow-Hart & Hegeman Electric Co The Hartford	<b>End Milling Cutters</b> Pratt & Whitney Co Inc West Hartford
<b>Displays—Metal</b> Durham Mfg Co The (Designing & Mfg to customers' specifications) Durham Merriam Mfg Co (Contract Work to Individual Specifications) Durham Parsons Co Inc W A (custom designed) Durham	<b>Electric Motor Winding</b> Monarch Electric Co (3 phase industrial motors) New Britain	<b>End Mills</b> Atrax Company The (solid carbide) Newington
<b>Displays—Plastic</b> Dura Plastics of New York, Inc. Westport	<b>Electric Motor Repair</b> B & J Electric Co Ansonia	<b>Engraving—Plastic and Nonferrous Metals</b> Conn-Craft Co. Waterbury New England Engraving Company Div. of Dura Plastics of New York, Inc. Westport Salisbury Products Inc Lakeville
<b>Door Closers</b> Sargent & Company New Haven Yale & Towne Mfg Co The Stamford	<b>Electric Motors</b> Monarch Electric Co (Allis Chalmers) New Britain	<b>Envelopes</b> Curtis 1000 Inc Hartford United States Envelope Company Hartford Division Hartford
<b>Doors</b> Bilco Co The (metal, residential and commercial) West Haven	<b>Electric Switches</b> Arrow-Hart & Hegeman Electric Co The Hartford	<b>Extractors—Tap</b> Walton Company The West Hartford (Advt.)
<b>Dowel Pins</b> Allen Manufacturing Co The Hartford Hartford Machine Screw Co Div of Standard Screw Co Hartford Holo-Krome Screw Corp The West Hartford	<b>Electric Time Controls</b> Cramer Controls Corporation The Centerbrook	
	<b>Electric Underfloor Duct System</b> General Electric Company Bridgeport	
	<b>Electric Wire</b> General Electric Company Bridgeport Rockbestos Products Corp (asbestos insulated) New Haven	
	<b>Electric Wiring Devices</b> Arrow-Hart & Hegeman Electric Co The Hartford	

**Extruders and Accessories**  
Davis Electric Company (Ram Type Teflon Extruder) Wallingford  
Standard Machinery and Davis-Standard Divisions of Franklin Research Corp Mystic

**Eyelets**  
American Brass Company The Waterbury  
Mark Eyelet & Stamping Co (small-metal stampings) Wolcott  
Platt Bros & Co The Waterbury  
Plume & Atwood Mfg Co The Thomaston  
Scovill Manufacturing Company Waterbury  
Stevens Co Inc Waterbury  
Waterbury Companies Inc Waterbury

**Eyelets, Ferrules and Wiring Terminals**  
American Brass Company The Waterbury  
Waterbury Companies Inc Waterbury

**Eyelet Machine Products**  
American Brass Company The Waterbury  
Ball & Socket Mfg Co The West Cheshire  
Cold Forming Mfg Co The Waterbury  
Platt Bros & Co The Waterbury  
Plume & Atwood Mfg Co The Thomaston  
Stevens Co Inc Waterbury  
Waterbury Companies Inc Waterbury

**Fabricators**  
King Co Alfred B. North Haven  
Scovill Manufacturing Company (aluminum, brass, bronze, copper, steel) Waterbury

**Fabrics**  
Russell Mfg Co (Teflon, Moulded Fabric, Bearing Surfaces, High Temperature Fabrics) Middletown

**Fan Blades**  
Torrington Manufacturing Company The Torrington

**Fancy Dress Buttons and Buckles**  
Waterbury Companies Inc Waterbury

**Fans—Electric**  
General Electric Company Bridgeport  
Monarch Electric Co (attic, industrial and ventilating) New Britain

**Fasteners—Aircraft**  
Scovill Manufacturing Company (PANELOC Aircraft Fasteners) Waterbury

**Fasteners—Laundry Proof**  
Scoville Manufacturing Company (GRIPPER snap fasteners) Waterbury

**Fasteners—Slide & Snap**  
G E Prentice Mfg Co Tile Kensington  
Scovill Manufacturing Company (GRIPPER zippers and GRIPPER snap fasteners) Waterbury

**Felt**  
Auburn Manufacturing Company The (mechanical, cut parts) Middletown  
Drycor Felt Company (paper makers and industrial) Staffordville

**Felt—All Purpose**  
American Felt Co (Mill & Cutting Plant) Glenville  
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

**Fiber-glass Fabrication**  
Davis Co The E J West Haven

**Fibre Board**  
Bird & Son Inc New Britain  
Case Brothers Inc Manchester  
Colonial Board Company Manchester  
C H Norton Co The North Westchester  
Stevens Paper Mills Inc The Windsor

**File Cards**  
Standard Card Clothing Co The Stafford Springs

**Filing Equipment**  
Wassell Organization Inc Westport

**Filters—Fluid**  
Cuno Engineering Corp The Meriden

**Finger Nail Clippers**  
H C Cook Co The Ansonia

**Firearms**  
Colt's Patent Fire Arms Mfg Co Inc Hartford  
Junior Screw Machine Products Inc  
Marlin Firearms Co The West Haven  
O F Mosberg & Sons Inc New Haven  
Arms and Ammunition Div Olin Mathieson Chemical Corp New Haven

**Firearms Accessories**  
Poly Choke Co Inc The East Hartford

**Fire Alarm Systems**  
Fire-Lite Alarms Inc New Haven

**Fire Hose**  
Fabrics Fire Hose (municipal and industrial) Sandy Hook

**Fireplace Goods**  
John P Smith Co The (screens) New Haven

**Fireworks**  
M Backes' Sons Inc Wallingford

**Fishing Tackle**  
H C Cook The Ansonia

**Flashlights**  
Bridgeport Metal Goods Mfg Co Bridgeport

**Flat Springs**  
Bristol Spring Manufacturing Co Plainville  
Gemco Manufacturing Co Inc Southington

**Flexible Shaft Machines**  
Pratt & Whitney Co Inc West Hartford

**Float Switches**  
Gorn Electric Co Inc (for aircraft and commercial use) Stamford

**Floor & Ceiling Plates**  
Beaton & Cadwell Mfg Co The New Britain

**Fluorescent Lighting Equipment**  
Fullerton Manufacturing Corp Norwalk  
Vanderman Manufacturing Co The Willimantic  
Wiremold Company The Hartford

**Foam Rubber**  
Armstrong Rubber Company The West Haven

**Forgings**  
Atwater Manufacturing Company Plantsville  
Billings & Spencer Company Hartford  
Bridgeport Hardware Mfg Corp The Bridgeport  
Capewell Manufacturing Company Hartford  
Chase Brass & Copper Co Waterbury  
Clark Brothers Bolt Co Middale  
Consolidated Industries Inc West Cheshire  
Heppenstall Co (all kinds and shapes) Bridgeport  
Scovill Manufacturing Company (Non-ferrous) Waterbury

**Foundries**  
Connecticut Malleable Castings Co (malleable iron castings) New Haven  
Derby Castings Company, The Seymour  
Ductile Iron Foundry Inc Stratford  
Farrel-Birmingham Company Inc (Iron and Steel) Ansonia  
Hartford Electric Steel Corp The Hartford  
Malleable Iron Fittings Co (Malleable Iron and Steel Castings) Branford  
Plainville Casting Company (gray, alloy and high tensile irons) Plainville  
Producto Machine Company The Bridgeport  
Smith & Winchester Mfg Co The South Windham  
Turner & Seymour Mfg Co The (gray, iron, semi steel and alloy) Torrington  
Union Mfg Co (gray iron & semi steel) New Britain  
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

**Fountain Pens and Mechanical Pencils**  
Waterman Pen Company Inc Seymour

**Foundry Riddles**  
John P Smith Co The New Haven

**Four Slide Forms**  
Peck Spring Co Plainville

**Frames—Hack Saw**  
Thompson & Son Co The Henry G New Haven

**Fuel Oil Pump and Heater Sets**  
Peabody Engineering Corporation Stamford

**Furnaces**  
Norwalk Airconditioning Corp South Norwalk

**Gage Blocks**  
Pratt & Whitney Co Inc (Alloy steel and Carbide, Hoke and USA) West Hartford

**Galvanizing**  
Malleable Iron Fittings Co Branford  
Wilcox Crittenden & Co Inc Middletown

**Gaskets**  
Auburn Manufacturing Company The (from all materials) Middletown  
Raybestos Division of Raybestos-Manhattan Inc Bridgeport

**Gaskets—Insulation**  
American Felt Co Glenville

**Gas Range Conversion Burner**  
Holyoke Heater Corp of Conn Inc Hartford

**Gas Scrubbers, Coolers and Absorbers**  
Peabody Engineering Corporation Stamford

**Gauges**  
Bristol Co The (pressure and vacuum-recording automatic control) Waterbury  
Helicoid Gage Division American Chain & Cable Co The (pressure and vacuum) Bridgeport

**Maning Maxwell & Moore Inc**  
Stratford

**New Haven Trap Rock Co The Machine Products Div (Johan Universal and Special Purpose Gauge)**  
North Branford

**Pratt & Whitney Co Inc (Precision Measurement all types)**  
West Hartford

**Gears**  
Mitrametric Co The (blanked fine pitch) Torrington

**Gears and Gear Cutting**  
Farrel-Birmingham Company Inc Ansonia  
Fenn Mfg Co The Newington  
Hartford Special Machinery Co The Hartford  
United Gear & Machine Co Suffield

**Generators**  
Hamco Inc (electric, portable, gasoline driven) New Haven

**Glass Bowing**  
Macalaster Bicknell Company New Haven

**Glass Containers**  
Feldman Glass Co. The New Haven

**Glass Cutters**  
Fletcher-Terry Co The Forestville

**Greeting Cards**  
A D Steinbach & Sons Inc New Haven

**Grinding**  
Farrel-Birmingham Company Inc (Roll and Cylindrical) Ansonia  
Hartford Special Machinery Co The (gears, threads, cams and splines) Hartford  
Horberg Grinding Industries Inc (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) Bridgeport

**Grinding Heads—Internal**  
Pratt & Whitney Co Inc (Pneumatic, High Speed) West Hartford

**Grinding Machines**  
Farrel-Birmingham Company Inc (Roll) Ansonia  
Pratt & Whitney Co Inc (Surface, Die, Gear and Cutter Grinders) West Hartford  
Rowbottom Machine Company Inc (cam) Waterbury

**Grommets**  
American Brass Company The Waterbury  
Plume & Atwood Mfg Co The Waterbury

**Guards for Machinery**  
Wheeler Co The G E New Haven

**Hack and Band Saw Blades**  
Capewell Manufacturing Co The Hartford

**Hair Hygiene Preparations**  
Parker Herx Corporation Stamford

**Hammers—Carpenters and Machinists**  
Capewell Manufacturing Company Hartford

**Hand Tools**  
Billings and Spencer Company (wrenches sockets and shop tools) Hartford  
Bridgeport Hardware Mfg Corp The (screw drivers, wrenches, nail pullers, box & crate openers, pliers, saws, trowels & special forgings) Bridgeport

**Hardness Testers**  
Wilson Mechanical Instrument Div American Chain & Cable Company Inc Bridgeport

**Hardware**  
Bassick Company The (Automotive) Bridgeport  
City Lumber Co of Bridgeport Inc Bridgeport  
Gordon Associates Derby  
Harlock Products Corp New Haven  
Sargent & Company New Haven  
Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown  
Yale & Towne Mfg Co The Stamford

**Hardware—Marine & Bus**  
Rostand Mfg Co The Milford

**Hardware—Trailer Cabinet**  
Excelsior Hardware Co The Stamford

**Hardware, Trunk & Luggage**  
Corbin Cabinet Lock Div American Hardware Corp New Britain  
J H Sessions & Son Bristol  
Yale & Towne Mfg Co The Stamford

**Hat Machinery**  
Doran Bros Inc Danbury

**Health Surgical & Orthopedic Supports**  
Berger Brothers Company The (custom made for back, breast and abdomen) New Haven

**Heat Elements**  
Electroflex Heat Inc Hartford  
Safeway Heat Elements Inc (woven wire resistance type) Middletown

**Heat Exchangers**  
Whitlock Manufacturing Co The Hartford

**Heat Sealing—Electronic**  
Berger Bros (vinyl-polyethylene) New Haven

**Heat Treating**  
Bennett Metal Treating Co The Elmwood  
Commercial Metal Treating Co Bridgeport  
Hartford Machine Screw Company Hartford  
New Britain-Grider Machine Division  
The New Britain Machine Co New Britain  
New Haven Heat Treating Co Inc New Haven  
Skne Co Inc The William A (metals) Bridgeport  
Stanley P Rockwell Co Inc The Hartford  
(Adv.) Torrington

# IT'S MADE IN CONNECTICUT

<b>Heat-Treating Equipment</b>		<b>Insulated Wire &amp; Cable</b>		<b>Lathes—Toolroom and Automatic</b>	
Barnes Co The Wallace Div Associated Spring Corp	Springfield	General Electric Company (for residential commercial and industrial applications)	Bridgeport	Pratt & Whitney Co Inc	West Hartford
Bauer & Company Inc	Hartford	Kerite Company The	Seymour	Christie Plating Co The	Groton
Rolock Inc (Retorts, Muffles, etc)	Fairfield	<b>Insulated Wire &amp; Cable Machinery</b>		<b>Lead Plating</b>	
Stanley P Rockwell Co Inc The (commercial)	Hartford	Davis Electric Company	Wallingford	<b>Leather</b>	
<b>Heat Treating Fixtures</b>		<b>Instruments</b>		Norwich Leather Co	Norwich
Rolock Inc (Trays, Baskets, etc.)	Fairfield	Bristol Company The	Waterbury	Herman Roser & Sons Inc (Genuine Pigskin)	Glastonbury
Wiretex Mfg Co Inc	Bridgeport	Manning Maxwell & Moore Inc	Stratford	<b>Leather Dog Furnishings</b>	
<b>Heat Treating Salts and Compounds</b>		Penn Keystone Corporation	Derby	Andrew B Hendryx Co The	New Haven
Mitchell-Bradford Chemical Co	Milford	Pratt & Whitney Co Inc (Precision Measuring)	West Hartford	The Smith-Worthington Saddlery Co	Hartford
<b>Heaters—Electric</b>		<b>Integrators</b>		<b>Leather Goods Trimmings</b>	
General Electric Company	Bridgeport	Reflectone Corporation The	Stamford	G E Prentice Mfg Co The	Kensington
<b>Heating and Cooling Coils</b>		<b>Interval Timers</b>		<b>Leather, Mechanical</b>	
G & O Manufacturing Co	New Haven	Lux Clock Manufacturing Company	Waterbury	Auburn Manufacturing Company	The (packings, cubs, washers, etc)
<b>Heating Elements</b>		Rhodes Inc M H	Hartford	<b>Letterheads</b>	
Hartford Element Co	Hartford	<b>Jacquard</b>		Lehman Brothers Inc (designers, engravers, lithographers)	New Haven
<b>Heavy Chemicals</b>		Case Brothers Inc	Manchester	<b>Lighting Accessories—Fluorescent</b>	
Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil)	Naugatuck	<b>Japanning</b>		General Electric Company	Bridgeport
<b>Heavy Machinery</b>		H Sessions & Son	Bristol	<b>Lighting Equipment</b>	
Smith & Winchester Mfg Co The	South Windham	<b>Jig Borer</b>		Fullerton Manufacturing Corp	Norwalk
<b>Hex-Socket Screws</b>		Linley Brothers Company	Bridgeport	Miller Co The (Miller, Ivanhoe)	Meriden
Allen Manufacturing Company The	Hartford	Moore Special Tool Co (Moore)	Bridgeport	<b>Lime</b>	
Bristol Company The	Waterbury	Pratt & Whitney Co Inc	West Hartford	New England Lime Company	Canaan
Hartford Machine Screw Co Div of Standard Screw Co	Hartford	<b>Jigs, Fixtures &amp; Gages</b>		<b>Lipstick Cases</b>	
Holo-Krome Screw Corp The	West Hartford	Federal Machine & Tool Co	Bristol	Scovill Manufacturing Company	Waterbury
<b>High Frequency Alternators</b>		<b>Jig Grinder</b>		<b>Lipstick Containers</b>	
Electric Specialty Co	Stamford	Moore Special Tool Co (Moore)	Bridgeport	Bridgeport Metal Goods Mfg Co	Bridgeport
<b>Highway Guard Rail Hardware</b>		<b>Junior Automobiles</b>		Plume & Atwood Manufacturing Co	Waterbury
Malleable Iron Fittings Co	Branford	Power Car Company	Mystic	<b>Lithographers</b>	
<b>Hinges</b>		<b>Keller Machines</b>		O'Toole & Sons Inc T	Stamford
Homer D Bronson Company	Beacon Falls	Pratt & Whitney Co Inc	West Hartford	<b>Lithographing</b>	
<b>Hobs and Hobbings</b>		<b>Key Blanks</b>		City Printing Co. The	New Haven
ABA Tool & Die Co	Manchester	Sargent & Company	New Haven	Kellogg & Bulkeley A Division of	Connecticut
Pratt & Whitney Co Inc (Die and Thread milling)	West Hartford	Yale & Towne Mfg Co The	Stamford	Printers Inc	Hartford
<b>Hoists and Trolleys</b>		<b>Labels</b>		Lehman Brothers Inc	New Haven
Union Mfg Company	New Britain	Naugatuck Chemical Division United States Rubber Co (for rubber articles)	Naugatuck	A D Steinbach & Sons	New Haven
<b>Hose Fittings</b>		<b>Label Dispensers</b>		<b>Locks—Banks</b>	
Scovill Manufacturing Company	Waterbury	Derby Sealers Inc (pressure-sensitive labels)	Derby	Yale & Towne Mfg Co The	Stamford
<b>Hose—Flexible Metallic</b>		<b>Label Moisteners</b>		<b>Locks—Builders</b>	
American Brass Co	Waterbury	Better Packages Inc ("Counterboy"—"Packer")	Shelton	Sargent & Company	New Haven
American Metal Hose Branch	Waterbury	Derby Sealers Inc	Derby	Yale & Towne Mfg Co The	Stamford
<b>Hose Supporter Trimmings</b>		<b>Laboratory Equipment</b>		<b>Locks—Cabinet</b>	
Hawie Mfg Co The (So-Lo Grip Tabs)	Bridgeport	Eastern Industries Inc	New Haven	Excelsior Hardware Co The	Stamford
<b>Hydraulic Brake Fluids</b>		<b>Laboratory Supplies</b>		Yale & Towne Mfg Co The	Stamford
Eis Manufacturing Co	Middletown	Macalaster Bicknell Company	New Haven	<b>Locks—Special Purpose</b>	
<b>Hypodermic Needles</b>		<b>Laces</b>		Excelsior Hardware Co The	Stamford
Roehr Products Company	Waterbury	American Fabrics Company The	Bridgeport	Yale & Towne Mfg Co The	Stamford
<b>Impregnating</b>		Wilcox Lace Corporation The	Middletown	<b>Locks—Zipper</b>	
American Metaseal Inc (metal, wood etc.)	Hamden	<b>Laces and Nettings</b>		Excelsior Hardware Co The	Stamford
<b>Industrial Chrome Plating</b>		Wilcox Lace Corporation The	Middletown	<b>Loom—Non-Metallic</b>	
Mirror Polishing & Buffing Co	Waterbury	<b>Lacquers &amp; Synthetic Enamels</b>		Wiremold Company The	Hartford
<b>Industrial Displays</b>		Chemical Coatings Corporation	Rocky Hill	<b>Lubricants—Extreme Temperatures</b>	
Sansone Co S Frederick (Designers Builders and Counselors)	Short Beach	I-Sis Chemicals Inc	Stamford	Alpha Molykote Corp	Stamford
<b>Industrial Finishes</b>		<b>Ladders</b>		<b>Lubricants—High Pressure</b>	
Chemical Coatings Corporation	Rocky Hill	Flint Co A W	New Haven	Alpha Molykote Corp	Stamford
<b>Inks</b>		<b>Laminated Metal</b>		<b>Lubricating System—Mist</b>	
Waterman Pen Company Inc	Seymour	Bridgeport Brass Company	Bridgeport	Thompson & Son Co The Henry G	New Haven
<b>Insecticides</b>		<b>Lamps</b>		<b>Lumber &amp; Millwork Products</b>	
American Cyanamid Company	Waterbury	Plume & Atwood Mfg Co The (metal oil)	Waterbury	City Lumber Co of Bridgeport Inc	Bridgeport
<b>Instalment Payment Books</b>		<b>Lampholders—Incandescent and Fluorescent</b>		<b>Machetes</b>	
Wassell Organization Inc	Westport	General Electric Company	Bridgeport	Collins Company The	Collinsville
		<b>Lamp Shades</b>		<b>Machine Overload Monitors</b>	
		Verplex Company The	Essex	Sperry Products Inc	Danbury
		<b>Lanterns—Battery Operated</b>		<b>Machine Shop Fabrication</b>	
		Electrical Div Olin Mathieson Chemical Corp	New Haven	Smith & Winchester Mfg Co The	South Windham (Advt.)

<b>Machine Tools</b>		<b>Machines—Forming</b>		<b>Metal Formings</b>	
Farrel-Birmingham Company Inc	Ansonia	Nilson Machine Company The A H	(four-slide wire and ribbon stock) Shelton	Master Engineering Company	West Cheshire
Pratt & Whitney Co Inc	West Hartford			Stanley Pressed Metal	New Britain
Producto Machine Company The	Bridgeport	<b>Machines—Paper Ruling</b>		<b>Metallurgists</b>	
		John McAdams & Sons Inc	Norwalk	Bridgeport Testing Laboratory Inc	Bridgeport
<b>Machine Work</b>		<b>Machines—Precision Boring</b>		<b>Metal Mouldings</b>	
Banthin Engineering Co	Bridgeport	New Britain-Gridley Machine Division		Leed Co The H A	Hamden
Farrel-Birmingham Company Inc	Ansonia	The New Britain Machine Co.	New Britain	<b>Metal Novelties</b>	
Fenn Manufacturing Company The (precision parts)	Newington	<b>Machines—Rolling</b>		H C Cook Co The	Ansonia
Fuller Brush Company The (precision contract work)	Hartford	Fenn Manufacturing Company The	Newington	<b>Metal Products—Stampings</b>	
Hartford Special Machinery Co The (contract work only)	Hartford	<b>Machines—Slotting</b>		American Brass Company The	Waterbury
National Sheradizing & Machine Co. (job)	Hartford	Waterbury Farrel Foundry & Machine Co The	(screw head) Waterbury	Plume & Atwood Manufacturing Co	Thomaston
Parker-Hartford Corporation	Hartford	<b>Machines—Special</b>		Prentice Mfg Co The G E	Kennington
Swan Tool & Machine Co The	Hartford	Fenn Mfg Co The	Newington	J H Sessions & Son	Bristol
Torrington Manufacturing Co The (special rolling mill machinery)	Torrington	Fuller Brush Co The	Hartford	Seovill Manufacturing Company (Made-to-Order)	Waterbury
				Stanley Pressed Metal	New Britain
<b>Machinery</b>		<b>Machines—Swaging</b>		<b>Metal Specialties</b>	
Conn Machine Repair Inc	Bridgeport	Fenn Manufacturing Company The	Newington	Excelsior Hardware Co The	Stamford
(special mfg)		<b>Machines—Thread Rolling</b>		<b>Metal Spinning</b>	
Davis Electric Company (Wire and Cable)	Wallingford	Hartford Special Machinery Co The	Hartford	Moseley Metal Crafts Inc	West Hartford
Fenn Manufacturing Company The (special)	Newington	Peterson Division Mettler Machine	The Tool Inc New Haven	<b>Metal Stampings</b>	
Hallden Machine Company The (mill)	Thomaston	Waterbury Farrel Foundry & Machine Co The	Waterbury	American Brass Company The	Waterbury
Torrington Manufacturing Co The (mill)	Torrington	<b>Machines—Turks Head</b>		Better Formed Metals Inc	Waterbury
		Fenn Manufacturing Company The	Newington	DooVal Tool & Mfg Inc The	Naugatuck
<b>Machinery—Automatic</b>		<b>Machines—Wire Drawing</b>		Excelsior Hardware Co The	Stamford
Banthin Engineering Company (new and re-build)	Bridgeport	Fenn Manufacturing Company The	Newington	Greist Mfg Co The	New Haven
<b>Machinery—Bolt and Nut</b>		<b>Machining—Horizontal Boring</b>		H C Cook Co The	Ansonia
Waterbury Farrel Foundry & Machine Co The	Waterbury	Tucker Machine Co	New Haven	Stanley Humason Inc	Forestville
		<b>Manganese Bronze Ingot</b>		Mohawk Mfg Co (threaded)	Middletown
<b>Machinery—Cold Heading</b>		Whipple and Choute Company	Bridgeport	J A Otterbein Company The (metal fabrications)	Middletown
Waterbury Farrel Foundry & Machine Co The	Waterbury	<b>Manicure Instruments</b>		J H Sessions & Son	Bristol
		W E Bassett Company The	Derby	Patent Button Co The	Waterbury
<b>Machinery Dealers &amp; Rebuilders</b>		<b>Marine Equipment</b>		G E Prentice Mfg Co The	Kensington
Botwink Brothers	New Haven	Wilcox-Crittenden Div North & Judd Mfg Co	Middletown	Plume & Atwood Mfg Co The	Thomaston
Bristol Metal Working Equipment	East Hartford	<b>Marine Reserve Gears</b>		Saling Manufacturing Company	New Britain
Conn. Machine Repair Inc.	Bridgeport	Snow-Nabstedt Gear Corp The	New Haven	Stanley Pressed Metal	Hartford
J L Lucas and Son	Fairfield	<b>Marking Devices</b>		Terryville Manufacturing Co	Terryville
State Machinery Co Inc	New Haven	Cooney Engraving Co	Branford	Verplex Company The (Contract)	Essex
		Hogson & Pettis Mfg Co The	New Haven	Waterbury Lock & Specialty Co The	Milford
<b>Machinery—Extruding</b>		Parker-Hartford Corporation	Hartford	<b>Meters—Gas</b>	
Standard Machinery and Davis-Standard Divisions of Franklin Research Corp	Mystic	<b>Materials Handling</b>		Sprague Meter Company	Bridgeport
		Hayes-Te Equipment Corp Connecticut Conveyor Division (Conn-Veyor)	Unionville	<b>Meters—Parking</b>	
<b>Machinery—Metal-Working</b>		Parsons Co Inc W A (tote pans)	Durham	Rhodes Inc M H	Hartford
Fenn Mfg Co The	Newington	<b>Mats—Newspaper</b>		<b>Microfilming</b>	
Waterbury Farrel Foundry & Machine Co The	Waterbury	Lockwood Sons Inc Wm H	Hartford	American Microfilming Service Co.	New Haven
Pratt & Whitney Co Inc	West Hartford	<b>Mattresses</b>		Cine-Video Productions Inc	Milford
<b>Machinery—Nut</b>		Parsons Co Inc W A (tool kits)	Durham	<b>Milk Bottle Carriers</b>	
Waterbury Farrel Foundry & Machine Co The (forming and tapping)	Waterbury	<b>Metal Boxes and Displays</b>		John P Smith Co The	New Haven
Waterbury Farrel Foundry & Machine Co The	Waterbury	Durham Mfg Co The (Designing & Mfg to customers' specifications)	Durham	<b>Mill Machinery</b>	
<b>Machinery—Screw and Rivet</b>		Merriam Mfg Co (Bond, Security, Cash, Utility, Personal Files, Drawer Safes, Custombuilt containers and displays)	Durham	Torrington Manufacturing Company The	Torrington
		Middletown Mfg Co	Middletown	<b>Milling Machines</b>	
<b>Machinery—Wire Drawing</b>		<b>Metal Cleaners</b>		Pratt & Whitney Co Inc (Keller Tracer—Controlled Milling Machines)	West Hartford
Fenn Mfg Co The	Newington	Apothecaries Hall Company Division	Waterbury	Rowbottom Machine Company Inc (cam)	Waterbury
Waterbury Farrel Foundry & Machine Co The	Waterbury	The Hubbard Hall Chemical Company	Waterbury	<b>Mill Products</b>	
<b>Machinery Rebuilding</b>		Enthone Inc	New Haven	Seovill Manufacturing Company (aluminum, brass, bronze, nickel silver—sheet, rod, wire, tube)	Waterbury
Conn Machine Repair Inc	Bridgeport	MacDermid Incorporated	Waterbury	<b>Mill Supplies</b>	
<b>Machinery—Wire Straightening</b>		<b>Metal Finishes</b>		Wilcox-Crittenden Div North & Judd Mfg Co	Middletown
Mettler Machine Tool Inc	New Haven	Hartford Industrial Finishing Co	Hartford	<b>Millwork</b>	
<b>Machinery—Wire Straightening and Cutting</b>		National Sheradizing & Machine Co	Waterbury	Hartford Builders Finish Co	Hartford
Mettler Machine Tool Inc	New Haven	Waterbury Plating Company	Waterbury	<b>Miniature Precision Connectors</b>	
<b>Machines</b>				Gorn Electric Co	Stamford
Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling)	Bridgeport			<b>Minute Minders</b>	
Coulter & McKenzie Machine Co The (special, new development engineering design and construction)	Bridgeport			Lux Clock Mfg Co The	Waterbury
Patent Button Company The	Waterbury			<b>Mirror Rosettes and Hangers</b>	
<b>Machines Automatic</b>				Waterbury Companies Inc	Waterbury
Globe Tapping Machine Co	Bridgeport			<b>Mixing Equipment</b>	
<b>Machines—Automatic Chucking</b>				Easter Industries Inc	New Haven
New Britain-Gridley Machine Division				<b>Model Work</b>	
The New Britain Machine Co (multiple spindle and double end)	New Britain			B & N Tool & Engineering Co (instruments and timing devices)	Thomaston
Pratt & Whitney Co Inc (Potter & Johnson)	West Hartford			Conn-Craft Co. (Architectural and Industrial)	Waterbury
<b>Machines—Brushing</b>				<b>Mops</b>	
Fuller Brush Co The	Hartford			Fuller Brush Co The	Hartford (Adv.)
<b>Machines—Draw Benches</b>					
Fenn Manufacturing Company The	Newington				

# I T ' S M A D E I N C O N N E C T I C U T

<b>Motion Picture Equipment</b>	
Victor Animatograph Corp a div of Kalart (16mm sound and silent projectors film splicers and rewinders)	Plainville
<b>Motion Pictures</b>	
Cine-Video Productions Inc	Milford
<b>Motor—Generator Sets</b>	
Electric Specialty Co	Stamford
<b>Motors—Electric Timing</b>	
Cramer Controls Corporation The	Centerbrook
<b>Motors—Hysteresis Synchronous</b>	
Beau Electronics	Waterbury
<b>Motors—Synchronous</b>	
Cramer Controls Corporation The	Centerbrook
Electric Specialty Co	Stamford
<b>Moulded Plastic Products</b>	
Butterfield Inc T F	Naugatuck
Patent Button Co The	Waterbury
Scott & Sons Mfg Co Geo S	Wallingford
Waterbury Companies Inc	Waterbury
Watertown Mfg Co The	Watertown
<b>Mouldings</b>	
Himmel Brothers Co The (architectural, metal and store front)	Hamden
<b>Moulds</b>	
ABA Tool & Die Co	Manchester
Hogston & Pettis Mfg Co The	New Haven
<b>Name Plates</b>	
Conn-Craft Co. (Metal and Plastic)	Waterbury
Cooney Engraving Co	Branford
Seton Name Plate Co (metal & plastic name plates and identification tags)	New Haven
<b>Napper Clothing</b>	
Standard Card Clothing Co The (for textile mills)	Stafford Springs
<b>Nettings</b>	
Wilcox Lace Corp The	Middletown
<b>Newspaper Mats</b>	
Lockwood Sons Inc Wm H	Hartford
<b>Nickel Anodes</b>	
Apothecaries Hall Company Division	
The Hubbard Hall Chemical Company	
Seymour Manufacturing Co. The	Seymour
<b>Nickel Silver</b>	
American Brass Company The	Waterbury
Bridgeport Brass Company	Bridgeport
Plume & Atwood Mfg Co The	Thomaston
Seymour Mfg Co The	Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls)	Waterbury
Western Brass Mills Div Olin Mathieson Chemical Corp (sheet, strip)	New Haven
<b>Nickel Silver Ingot</b>	
Whipple and Choate Company The	Bridgeport
<b>Night Latches</b>	
Sargent & Company	New Haven
Yale & Towne Mfg Co Inc	Stamford
<b>Nitriding</b>	
Hartford Machine Screw Company	Hartford
<b>Non-ferrous Metal Castings</b>	
Miller Company The	Meriden
<b>Nuts, Bolts and Washers</b>	
Clark Brothers Bolt Co	Milldale
Hartford Machine Screw Co Div of Standard Screw Co	Hartford
<b>Office Equipment</b>	
Pitney-Bowes Inc	Stamford
Underwood Corporation Bridgeport & Hartford	Westport
Wassell Organization Inc	
<b>Office Printing</b>	
Kellogg & Bulkeley A Division of Connecticut Printers Inc	Hartford
<b>Offset Printing</b>	
City Printing Co. The	New Haven
<b>Oil Burners</b>	
Miller Company The (domestic)	Meriden
Peabody Engineering Corp (Mechanical and/or Steam Atomizer)	Stamford
Silent Gow Oil Burner Corp The	Hartford
<b>Oil Tanks</b>	
Norwalk Tank Co The (550 to 30M gals, underwriters above and under ground)	South Norwalk
Whitlock Manufacturing Co The	Hartford
<b>Oils—Cutting</b>	
Anderson Oil and Chemical Company, Inc.	Portland
<b>Optical Cores &amp; Ingots</b>	
Plume & Atwood Mfg Co The	Thomaston
<b>Otis Woven Awning Stripes</b>	
The Falls Company	Norwich
<b>Ovens—Electric</b>	
Bauer & Company Inc	Hartford
<b>Packaging—Engineering</b>	
Commerce Packaging Corp	Stamford
National Export Corp. (Military and Commercial—equipped for domestic and export packaging, canning, crating and shipping)	New Haven
<b>Packaging &amp; Packing</b>	
Commerce Packaging Corp	Stamford
Mercer & Stewart Co The	Hartford
<b>Packing</b>	
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre)	Middletown
Raybestos Division of Raybestos-Manhattan Inc (Asbestos and Rubber Sheet)	Bridgeport
<b>Padlocks</b>	
Sargent & Company	New Haven
Waterbury Lock & Specialty Co The	Milford
Yale & Towne Mfg Co Inc	Stamford
<b>Pads—Office</b>	
The Baker Goodyear Company	Branford
<b>Paints</b>	
Tredennick Paint Manufacturing Co The	Meriden
<b>Paints and Enamels</b>	
Staminate Corp The	New Haven
<b>Paneltyte</b>	
Leed Co The H A	Hamden
<b>Panfa</b>	
Moore Special Tool Co (crush wheel dresser)	Bridgeport
<b>Pantographic Reproduction &amp; Fabrication</b>	
Conn-Craft Co. (Metals, Plastics and Wood)	Waterbury
<b>Paperboard</b>	
Continental Can Co., Boxboard and Folding Carton Division	Montville
Federal Paper Board Co Inc	New Haven
New Haven Board & Carton Co The	Montville, New Haven & Versailles
Robertson Paper Box Co	Montville
<b>Paper Boxes</b>	
Atlantic Carton Corp (folding)	Norwich
National Folding Box Co Div Federal Paper Board Co Inc (folding)	New Haven & Versailles
Mills Inc H J	Bristol
New Haven Board & Carton Co The	New Haven
Robertson Paper Box Co (folding)	Montville
<b>Paper Boxes—Folding and Setup</b>	
Bridgeport Paper Box Company	Bridgeport
M Backers' Sons Inc	Wallingford
<b>Paper Clips</b>	
H C Cook Co The (steel)	Ansonia
<b>Paper Mill Machinery</b>	
Farrel-Birmingham Company Inc	Ansonia
<b>Paper Tubes and Cores</b>	
Sonoco Products Co (Climax-Lowell)	Div Mystic
<b>Parallel Tubes</b>	
Sonoco Products Co (Climax-Lowell)	Div Mystic
<b>Parking Meters</b>	
Rhodes Inc M H	Hartford
<b>Parts</b>	
Hartford Machine Screw Co Div of Standard Screw Co	Hartford
Seovill Manufacturing Company (ammunition, electric instrument, electrical appliance, fountain pen, instrument, lighting fixture, ordnance, etc.—blanked, stamped, formed, drawn, re-drawn, forged, screw machined, headed, pointed, finished)	Waterbury
<b>Pattern-Makers</b>	
Farel-Birmingham Company Inc	Ansonia
<b>Pattern Shop</b>	
Smith & Winchester Mfg Co The	South Windham
<b>Penlights</b>	
Bridgeport Metal Goods Mfg Co	Bridgeport
<b>Pet Furnishings</b>	
Andrew B Hendrix Co The	New Haven
<b>Phosphor Bronze</b>	
American Brass Company The	Waterbury
Bridgeport Brass Company	Bridgeport
Miller Company The (sheets, strips, rolls)	Meriden
Seymour Mfg Co The	Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls)	Waterbury
Western Brass Mills Div Olin Mathieson Chemical Corp (sheets, strip)	New Haven
<b>Phosphor Bronze Ingots</b>	
Whipple and Choate Company The	Bridgeport
<b>Photo Engraving</b>	
Dowd Wyllie & Olson Inc	Hartford
Wilcox Photo Engraving Co Inc	New Haven
<b>Photographic Equipment</b>	
Electrical Div Olin Mathieson Chemical Corp	New Haven
Kalart Company Inc	Plainville
<b>Piano Repairs</b>	
Pratt Read & Co Inc (keys and action)	Ivoryton
<b>Piano Supplies</b>	
Pratt Read & Co (keys and actions, backs, plates)	Ivoryton
<b>Pins</b>	
CEM Company ("Spirol")	Danielson
Hartford Machine Screw Co Div of Standard Screw Co	Hartford
<b>Pin Up Lamps</b>	
Verplex Company The	Essex
<b>Pipe</b>	
American Brass Co The (brass and copper)	Waterbury
Bridgeport Brass Co (brass and copper)	Bridgeport
Chase Brass & Copper Co (red brass and copper)	Waterbury
Howard Co (cement well and chimney)	New Haven
<b>Pipe Fittings</b>	
Malleable Iron Fittings Co	Branford
<b>Pipe Plugs</b>	
Hartford Machine Screw Co Div of Standard Screw Co	Hartford
Holo-Krome Screw Corporation The (counter-sunk)	West Hartford
<b>Pipe Plugs—Socketed</b>	
Hartford Machine Screw Co Div of Standard Screw Co	Hartford
Holo-Krome Screw Corp The	West Hartford
<b>Pistols &amp; Revolvers</b>	
Colt's Patent Fire Arms Mfg Co Inc	Hartford
<b>Plastic Bottles</b>	
Plax Corporation	Bloomfield
<b>Plastic Buttons</b>	
Frank Parizek Manufacturing Co The	West Willington
Patent Button Co The	Waterbury
<b>Plastic Engraving</b>	
Conn-Craft Co.	Waterbury
Salisbury Products Inc	Lakeville
<b>Plastic Extruders</b>	
Jessall Plastic Inc	Kensington
<b>Plastic Fabrication</b>	
Conn-Craft Co.	Waterbury
Dura Plastics of New York, Inc.	Westport
Fabricon Corp	Unionville
Salisbury Products Inc	Lakeville
<b>Plastic Film &amp; Sheet Materials</b>	
Gilman Brothers Co The	Gilman
Plax Corporation	Bloomfield
<b>Plastic Forming</b>	
Dura Plastics of New York, Inc.	Westport
<b>Plastic Lining Equipment</b>	
Comco Inc Div of Enthone Inc	New Haven
<b>Plastic Material</b>	
Dura Plastics of New York, Inc. (sheet, rod & tube)	Westport
<b>Plastic Molders</b>	
Plastic Molding Corporation	Sandy Hook
<b>Plastic Molding</b>	
Butterfield Inc T F	Naugatuck
U S Plastic Molding Corporation	Wallingford
<b>Plastic Moulders</b>	
Conn Plastics	Waterbury
Engineered Plastics, Inc.	Watertown
Scott & Sons Mfg Co Geo S	Wallingford
Waterbury Companies Inc	Waterbury
Watertown Mfg Co The	Watertown
<b>Plastic Pipe and Fittings</b>	
Comco Inc Div of Enthone Inc	New Haven
<b>Plastic Printing Plates</b>	
Lockwood Sons Inc Wm H	Hartford
<b>Plastic Wire Coating Materials</b>	
Electronic Rubber Co	Stamford
<b>Plastics</b>	
Naugatuck Chemical Division	United States
Rubber Co	Naugatuck (Advt.)

# I T ' S M A D E I N C O N N E C T I C U T

<b>Plastics Machinery</b>		<b>Pressure Vessels</b>		<b>Refractories</b>	
Farrel-Birmingham Company Inc	Ansonia	Norwalk Tank Co Inc The (unfired to ASME Code Far U 69-70)	South Norwalk	Howard Company	New Haven
<b>Plastics—Moulds &amp; Dies</b>		<b>Printing</b>		Mullite Works Refractories Div	H K Porter Shelton
Crown Tool & Die Co Inc	Bridgeport	Allied Printing Service Inc	Manchester	<b>Refrigeration</b>	
<b>Plasticrete Bloc</b>		Bussmann Press Inc	New Haven	Dunham-Bush Inc	West Hartford
Plasticrete Corp	Hamden	Case Lockwood & Brainard A Division of Connecticut Printers Inc	Hartford	<b>Research &amp; Development</b>	
<b>Platers</b>		City Printing Co. The	New Haven	Raymond Engineering Laboratories (Electro-Mechanical)	Middletown
Acme Chromium Plating Co.	New Haven	Finlay Brothers	Hartford	State Testing Laboratory Inc (chemical/physical testing)	Bridgeport
Christie Plating Co	Groton	Heminway Corporation The	Waterbury	<b>Resistance Wire</b>	
Chromium Process Company The (Chromium Plating only)	Shelton	Hildreth Press	Bristol	C O Jelliff Mfg Co The (nickel chromium, copper nickel, iron chromium, aluminum)	
Patent Button Co The	Waterbury	Hunter Press	Hartford	Kanathal Corporation The	Southport Stamford
Water Plating Company	Waterbury	Lehman Brothers Inc	New Haven	<b>Respirators</b>	
<b>Platers' Equipment</b>		Taylor & Greenough Co The	Wethersfield	American Optical Company Safety Division	Putnam
Apothecaries Hall Company	Waterbury	T B Simonds Inc	Hartford	<b>Retainers</b>	
Comco Inc Div of Enthone Inc	New Haven	A D Steinbach & Sons	New Haven	Hartford Steel Ball Co The (bicycle & automotive)	Hartford
Lea Manufacturing Co The	Waterbury	The Walker-Rackliff Company	New Haven	<b>Rigid Plastic Sheet Material</b>	
MacDermid Incorporated	Waterbury	<b>Printing Machinery</b>		Gilman Brothers Company The	Gilman
<b>Platers Metal</b>		Banthin Engineering Co (automatic)	Bridgeport	<b>Riveting Machines</b>	
Plume & Atwood Mfg Co The	Thomaston	<b>Printing Plates</b>		Grant Mfg & Machine Co The	Bridgeport
<b>Plating</b>		Lockwood Sons Inc Wm H	Hartford	Linley Brothers Company	Bridgeport
Christie Plating Co The (including lead plating)	Groton	<b>Printing Rollers</b>		Ripley Company Inc	Middletown
Giering Metal Finishing Inc	Hamden	Chambers-Storek Company Inc The (engraved)	Norwich	H P Townsend Manufacturing Co The	Elmwood
Superior Plating Co	Bridgeport	<b>Printing—Silk Screen</b>		<b>Rivets</b>	
Tec-Plate Inc	Windsor Locks	Ad-Craft Displays, Inc.	Bloomfield	Clark Brothers Bolt Co	Milldale
<b>Plating Processes and Supplies</b>		<b>Production Control Equipment</b>		Plume & Atwood Mfg Co The	Thomaston
Enthone Inc	New Haven	Ripley Company Inc	Middletown	Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper)	Bridgeport
Seymour Manufacturing Co. The (plating analyses)	Seymour	Wassell Organization Inc	Westport	Raybestos Div of Raybestos-Manhattan Inc The (iron)	Bridgeport
<b>Plumbers' Brass Goods</b>		<b>Profilers</b>		<b>Rods</b>	
Bridgeport Brass Co	Bridgeport	Pratt & Whitney Co Inc	West Hartford	American Brass Company The (copper, brass, bronze)	
Keeney Mfg Co The (special bends)	Newington	<b>Propellers—Aircraft</b>		Bridgeport Brass Company	Bridgeport
McGuire Mfg. Co.	Waterbury	Hamilton Standard Div United Aircraft Corp (propellers and other aircraft equipment)	Windsor Locks	Bristol Brass Corp The (brass and bronze)	Bristol
Scovill Manufacturing Company	Waterbury	<b>Protective Coatings</b>		Scovill Manufacturing Company (aluminum, brass, bronze, etc.)	Waterbury
<b>Plumbing Specialties</b>		Harrison Company The A S (Waxes)	South Norwalk	<b>Rollers—Bituminous Paving</b>	
Risdon Manufacturing Co John M	Russell Div Naugatuck	<b>Publishers</b>		Gabb Special Products Div E Horton & Son Company	Windsor Locks
<b>Pole Line Hardware</b>		O'Toole & Sons Inc The	Stamford	<b>Roller Skate Wheels</b>	
Malleable Iron Fittings Co	Branford	<b>Pumps</b>		Raybestos Division of Raybestos-Manhattan Inc	Bridgeport
<b>Police Equipment</b>		Sumo Pumps Inc (Deep-well electro-submersible)	Stamford	<b>Roller Skates</b>	
The Smith-Worthington Saddery Co	Hartford	Yale & Towne Mfg Co The	Stamford	Arms and Ammunition Div Olin Mathieson Chemical Corp	New Haven
<b>Polishing</b>		<b>Pumps—Small Industrial</b>		<b>Rolling Mills &amp; Equipment</b>	
C & E Metal Finishing Co	Hartford	Eastern Industries Inc	New Haven	Farrel-Birmingham Company Inc	Ansonia
Mirror Polishing & Buffing Co	Waterbury	<b>Punches</b>		Fenn Mfg Co The	Newington
<b>Postage Meters</b>		Hoggson & Pettis Mfg Co The (ticket & cloth)	New Haven	Precision Methods & Machines Inc	Waterbury
Pitney Bowes Inc	Stamford	<b>Putty Softeners—Electrical</b>		Waterbury Farrel Foundry & Machine Co The	Waterbury
<b>Potentiometers—Electronic</b>		Fletcher Terry Co The	Forestville	<b>Rolls</b>	
Bristol Company The	Waterbury	<b>Pyrometers</b>		Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel)	Ansonia
<b>Precision Machine Tool Spindles</b>		Bristol Co The (recording and controlling)	Waterbury	<b>Roofing</b>	
Whitton Manufacturing Co (for milling, grinding, boring & drilling)	Farmington	<b>Radiation—Flinned Copper</b>		Lurie Inc A	Bloomfield
<b>Precision Manufacturing</b>		Bush Manufacturing Co	West Hartford	<b>Rotary Files</b>	
Hartford Machine Screw Co Div of Standard Screw Co	Hartford	G & O Manufacturing Company The	New Haven	Atrax Company The (carbide)	Newington
<b>Precision Revolving Machinery</b>		Vulcan Radiator Co The (steel and copper)	Hartford	<b>Routers</b>	
Whiton Manufacturing Co	Farmington	<b>Radiators—Engine Cooling</b>		Atrax Company The (solid carbide)	Newington
<b>Precision Sheet Metal Fabrication</b>		G & O Manufacturing Co	New Haven	<b>Rubber Chemicals</b>	
Milford Fabricating Co	Millford	<b>Ratchet Offset Screw Driver</b>		Naugatuck Chemical Division United States Rubber Co	Naugatuck
<b>Precision Springs &amp; Wire Forms</b>		Chapman Co J W	Durham	Stamford Rubber Supply Co The ("Factice" Vulcanized Vegetable Oils)	Stamford
Rowley Spring Co Inc The	Bristol	<b>Rayon Staple Fiber</b>		<b>Rubberized Fabrics</b>	
<b>Premium Specialties</b>		Hartford Rayon Corp The	Rocky Hill	Duro-Gloss Rubber Co The	New Haven
Waterbury Companies Inc	Waterbury	<b>Reamers</b>		Goodyear Rubber Co The	Middletown
<b>Preservatives—Wood, Rope, Fabric</b>		Atrax Company The (solid carbide)	Newington	<b>Rubber Gloves</b>	
Darworth Incorporated ("Cuprinol") ("Cellu-san")	Simsbury	Pratt & Whitney Co Inc (All types)	West Hartford	Seamless Rubber Company The	New Haven
<b>Pressboard</b>		<b>Record Equipment</b>		<b>Rubber—Handmade Specialties</b>	
Case & Risley Press Paper Co (genuine)	Oneco	Wassell Organization Inc (filling equipment)	Westport	Seamless Rubber Company The	New Haven
<b>Press Papers</b>		<b>Recorders</b>		<b>Rubber Latex Compounds and Dispersions</b>	
Case Brothers Inc	Manchester	Bristol Co The (automatic controllers, temperature, pressure, flow, humidity)	Waterbury	Naugatuck Chemical Division United States Rubber Co (coating, impregnating and adhesive compounds)	Naugatuck (Advt.)
<b>Presses</b>		<b>Reduction Gears</b>			
Farrel-Birmingham Company Inc (Hydraulic)	Ansonia	Farrel-Birmingham Company Inc	Ansonia		
<b>Presses—Power</b>		Snow-Nabstedt Gear Corp The	New Haven		
Pneumatic Applications Co The (modernization of presses through conversion to Wichita Air Clutch operation)	Simsbury				
Waterbury Farrel Foundry & Machine Co The	Waterbury				

# I T ' S M A D E I N C O N N E C T I C U T

**Rubber Mill Machinery**  
Farrel-Birmingham Company Inc Ansonia

**Rubber—Molded Specialties**  
Airex Rubber Prod Corp Portland  
Bond Rubber Corporation Derby  
Seamless Rubber Company The New Haven

**Rubber Products**  
Airex Rubber Prod Corp Portland

**Rubber Printing Plates**  
ADS Inc Div CSW Plastic Types Inc Hartford  
Lockwood Sons Inc Wm H Hartford

**Rubber Products—Mechanical**  
American Felt Co Glenville  
Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown  
Seamless Rubber Company The New Haven

**Rubber—Reclaimed**  
Naugatuck Chemical Division United States Rubber Co Naugatuck

**Rubbers**  
Naugatuck Chemical Div U S Rubber Co (synthetic rubbers and latex) Naugatuck

**Rubbish Burners**  
John P Smith Co The New Haven

**Rust Preventives**  
Anderson Oil and Chemical Company, Inc Portland  
Enthone Inc New Haven

**Rust Removers**  
Enthone Inc New Haven

**Saddlery**  
The Smith-Worthington Saddlery Co Hartford

**Safety Belts**  
Russell Mfg Co Middletown

**Safety Clothing**  
American Optical Company Safety Products Division Putnam

**Safety Fuses**  
Ensign-Bickford Co The (mining & detonating) Simsbury

**Safety Gloves and Mittens**  
American Optical Company Safety Products Division Putnam

**Safety Goggles**  
American Optical Company Safety Products Division Putnam

**Saw Blades—Hack**  
Capewell Mfg Co The Hartford  
Thompson & Son Co The Henry G New Haven

**Saw Blades—Hack & Band**  
Capewell Manufacturing Company Hartford

**Saws, Band, Metal Cutting**  
Atlantic Saw Mfg Co New Haven  
Capewell Manufacturing Co The Hartford  
Thompson & Son Co The Henry G New Haven

**Saws—Hole**  
Capewell Manufacturing Co The Hartford  
Thompson & Son Co The Henry G New Haven

**Scissors**  
Acme Shear Company The Bridgeport

**Screens**  
Hartford Wire Works Co The (Windows, Doors and Porches) Hartford

**Screw Caps**  
Weimann Bros Mfg Co The (small for bottles) Derby

**Screw Machines**  
H P Townsend Mfg Company The Elmwood

**Screw Machine Products**  
Accurate Screw Products Inc (B & S Swiss & Davenport) Southington  
Apex Tool Co Inc The Bridgeport  
Auto Electric Screw Machine Co Inc Bridgeport

**Consolidated Industries**  
Eastern Machine Screw Corp The New Britain  
Fairchild Screw Products Inc Winsted  
Franklin Screw Machine Co The (up to 1 1/2" capacity) Hartford  
Garthwait Mfg Co A E (up to and incl 1/2") New Haven  
Greist Mfg Co The (up to 1 1/2" capacity) Hartford

**Hartford Machine Screw Co Div of Standard Screw Co (up to 5" capacity) Hartford**

**Horberz Grinding Industries Inc (heat treated and ground type only) Bridgeport**

**Screw Machine Products (Cont.)**  
Stanley Humanson Inc Forestville  
Independent Screw Machine Products (up to and incl 1 1/4" capacity) Hartford  
Junior Screw Machine Products Inc West Haven

**Lowe Mfg Co The**  
Main Screw Machine Products (davenport & automatics exclusively) Waterbury  
National Automatic Products Company The Berlin

**Nelson's Screw Machine Products**  
New Britain Machine Company The Plantsville  
New Britain Machine Company The New Britain

**New Haven Screw Machine Prods Inc (up to 1 1/2" capacity) Milford**

**Newton Screw Machine Products Co Plainville**

**Olsen Brothers Company (up to 1/2" capacity) Plainville**

**Olsen & Sons R P**  
Plume & Atwood Mfg Co The Southington  
Scovill Manufacturing Company Thomaston  
United Screw Machine Co Waterbury  
Waterbury Machine Tools & Products Co (Brown & Sharpe and Davenport) Waterbury

**Screw Machine Tools**  
American Cam Company Inc (Circular Form Tools) Hartford  
Prest & Whitney Co Inc Reamers, Taps, Dies, Blades and Knurls West Hartford  
Somma Tool Co (precision circular form tools) Waterbury

**Screws**  
Allen Manufacturing Company The Hartford  
American Screw Company Willimantic  
Atlantic Screw Works (wood) Hartford  
Bristol Company The (socket set and socket cap screws) Waterbury

**Clark Brothers Bolt Co**  
Hartford Machine Screw Co Div of Standard Screw Co Milldale

**Holo-Krome Screw Corporation The (socket set and socket cap) West Hartford**

**Scovill Manufacturing Company**  
Superior Manufacturing Co The Winsted

**Screws—Socket**  
Allen Manufacturing Company The Hartford  
Bristol Co The Waterbury  
Hartford Machine Screw Co Div of Standard Screw Co Hartford

**Holo-Krome Screw Corp The West Hartford**

**Sealing Tape Machines**  
Better Packages Inc ("Counterboy," "Tape-shooter," "Big Inch") Shelton  
Derby Sealers Inc (gummed and pressure-sensitive tapes) Derby

**Seals**  
Russell Mfg Co (for oven doors and fire bulkheads) Middletown

**Sewing Machines**  
Greist Mfg Co The (Sewing Machine attachments) New Haven  
Singer Manufacturing Company The (Industrial) Bridgeport

**Sharpeners**  
Gorn Electric Co Inc (electric knife and scissors) Stamford

**Shaving Soaps**  
J B Williams Co The Glastonbury

**Shears**  
Acme Shear Co The (household) Bridgeport

**Sheet Metal Fabrications**  
Lurie Inc A Bloomfield

**Sheet Metal Products**  
American Brass Co The (brass and copper) Waterbury

**Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) Durham**

**Parsons Co Inc W A (fabricators) Durham**

**Plume & Atwood Mfg Co The Thomaston**

**United Manufacturing Co Division of the W L Maxson Corp Hamden**

**Sheet Metal Stampings**  
American Brass Company The Waterbury  
American Buckle Co The West Haven  
DooVal Tool & Mfg Inc The Naugatuck

**J H Sessions & Son**  
Plume & Atwood Mfg Co The Bristol  
Scovill Manufacturing Company (aluminum, brass, bronze, copper, nickel silver, steel and other metals and alloys) Waterbury

**Sheet Steel**  
Dolan Steel Company Inc Bridgeport

**Shell Cores**  
Victors Brass Foundry Inc Guilford

**Shell Molding**  
Victors Brass Foundry Inc Guilford

**Shells**  
Scovill Manufacturing Company (aluminum, brass, bronze, copper, nickel silver—drawn, stamped—electric socket, screw) Waterbury  
Wolcott Tool and Manufacturing Company Inc Waterbury

**Showcase Lighting Equipment**  
Wiremold Company The Hartford

**Signals**  
H C Cook Co The (for card files) Ansonia

**Signs**  
Ad-Craft Displays, Inc. (all types, quantity only) Bloomfield  
Berger Sign Co (neon electric-porcelain enamel-stainless steel) Hartford  
Conn-Craft Co. (3 Dimensional, Plastic, Metal & Wood) Waterbury

**Silk Screen Process Printing**  
Ad-Craft Displays Inc Bloomfield  
Norton Co R H New Haven  
Sirocco Screen prints New Haven  
Stifel & Kufta Inc New Britain

**Silk Screening on Metal**  
Ad-Craft Displays Inc Bloomfield  
Merriam Mfg Co (Displays and Specialties, to order) Durham

**Simulators**  
Reflectone Corporation The Stamford

**Sintered Metal Products**  
American Sintering Div of Engineered Plastics Inc (Powder Metal Parts) Watertown  
Raybestos Division of Raybestos-Manhattan Inc Bridgeport

**Sizing and Finishing Compounds**  
American Cyanamid Company Waterbury

**Slide Fasteners**  
G E Prentice Mfg Co The Kensington  
North & Judd Manufacturing Co New Britain  
Scovill Manufacturing Company (GRIPPER sippers) Waterbury

**Smoke Stacks**  
Bigelow Company The (steel) New Haven  
Norwalk Tank Co The South Norwalk

**Snap Fasteners**  
Scovill Manufacturing Company (GRIPPER snap fasteners) Waterbury

**Soap**  
J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) Glastonbury

**Special Machinery**  
Banthin Engineering Company (complete and/or parts) Bridgeport  
Boesch Mfg Co Inc Danbury  
Farrel-Birmingham Company Inc Ansonia

**Federal Machine & Tool Co**  
Fenn Mfg Co The Newington  
Hartford Special Machinery Co The Hartford

**H P Townsend Mfg Company The Elmwood**

**National Sheradizing & Machine Co (mandrels & stock shells for rubber industry) Hartford**

**Swan Tool & Machine Co The Hartford**

**Tucker Machine Co**  
New Haven

**Special Parts**  
Fenn Mfg Co The Newington  
Greist Mfg Co The (small machines, especially precision stampings) New Haven  
J H Sessions & Son Bristol

**Spinnings**  
Gray Manufacturing Company The Hartford

**Spline Milling Machines**  
Townsend Mfg Co The H P Elmwood

**Spotwelding**  
Spotwelders Inc (aluminum, steel, magnesium, titanium & alloys) Stratford

**Spray Painting Equipment and Supplies**  
Lea Manufacturing Co The Waterbury

**Spring Coiling Machines**  
Torrington Manufacturing Co The Torrington

**Spring Presses**  
Townsend Mfg Co The H P Elmwood

**Spring Units**  
Owen Silent Spring Division American Chain & Cable Company Inc Bridgeport

**Spring Washers**  
Barnes Co The Wallace Div Associated Spring Corp Bristol

**Springs**  
Central Spring Co (Torsion and Double Torsion) Terryville

**Springs—Coil & Flat**  
Barnes Co The Wallace Div Associated Spring Corp Bristol  
Barrett Co William L Bristol  
Bristol Spring Manufacturing Co Plainville  
Foursome Manufacturing Co Bristol  
Stanley Humason Inc Forestville  
Newcomb Spring Corp The Southington  
Peck Spring Co The Plainville

**Springs—Flat**  
Atlantic Precision Spring Co Forestville  
Barnes Co The Wallace Div Associated Spring Corp Bristol  
Bristol Spring Manufacturing Co Plainville  
Foursome Manufacturing Co Bristol  
Stanley Humason Inc Forestville  
Peck Spring Co Plainville (Advt.)

**Springs—Wire**  
Banner Spring Corporation Hartford  
Barnes Co The Wallace Div Associated Spring Corp Bristol  
Bernston Co J W Plainville  
Bristol Spring Manufacturing Co Plainville  
Colonial Spring Corporation The Hartford  
Connecticut Spring Corporation The (compression, extension, torsion) Hartford  
Foursome Manufacturing Co Bristol  
Stanley Humason Inc Forestville  
D R Templeman Co (coil and torsion) Plainville  
Newcomb Spring Corp The Southington  
Peck Spring Co Plainville

**Springs, Wire & Flat**  
Peck Spring Co Plainville

**Sprinklers**  
Scovill Manufacturing Company (GREEN SPOT) Waterbury

**Stamped Metal Products**  
American Brass Company The Waterbury

**Stampings**  
DooVal Tool & Mfg Inc The Naugatuck  
Foursome Manufacturing Co Bristol  
Plume & Atwood Mfg Co The (small) Thomaston  
Scovill Manufacturing Company (aluminum, brass, bronze, copper, nickel silver, steel and other metals and alloys—automotive, electrical, radio, etc.—deep drawn, Waterbury)  
Stanley Pressed Metal New Britain

**Stampings—Small**  
Acme Shear Co The Bridgeport  
Barnes Co The Wallace Div Associated Spring Corp Bristol  
Barret Co William L Bristol  
Bristol Spring Manufacturing Co Plainville  
Greist Manufacturing Co The New Haven  
Stanley Humason Inc Forestville  
Wire Form Inc Milldale

**Stamps**  
Hoggson & Pettis Mfg Co The (steel) New Haven  
Parker-Hartford Corporation (steel) Hartford

**Stationery Specialties**  
American Brass Company The Waterbury

**Steel Castings**  
Hartford Electric Steel Corp The (carbon, low alloy and stainless steel castings) Hartford  
Malleable Iron Fittings Co Branford  
Nutmeg Crucible Steel Co Branford

**Steel—Cold Rolled Spring**  
Barnes Co The Wallace Div Associated Spring Corp Bristol  
Detroit Steel Corporation Hamden

**Steel—Cold Rolled Stainless**  
Seymour Manufacturing Co The Seymour  
Ulbrich Stainless Steels Wallingford  
Wallingford Steel Company Wallingford

**Steel—Cold Rolled Strip**  
Detroit Steel Corporation Hamden  
Stanley Works The New Britain

**Steel—Cold Rolled Strip and Sheets**  
Detroit Steel Corporation New Haven  
Wallingford Steel Company Wallingford

**Steel Goods**  
Merriam Mfg Co (sheets products to order) Durham

**Steel—Ground Flat Stock**  
Thompson & Son Co The Henry G New Haven

**Steel Rolling Rules**  
Waterbury Lock & Specialty Co The Milford

**Steel Stamps**  
Cooney Engraving Co Branford

**Steel Strapping**  
Stanley Works The New Britain

**Stereotypes**  
New Haven Electrotypes Div Electrographic Corp New Haven

**Ston Clocks, Electric**  
H C Thompson Clock Co The Bristol

**Storage Batteries**  
R A E Storage Battery Mfg Co Glastonbury

**Straps, Leather**  
Auburn Manufacturing Company The (textile, industrial, skate, carriage) Middletown

**Strip Steel**  
Dolan Steel Company Inc Bridgeport

**Structural Mouldings**  
Leed Co The H A Hamden

**Studio Couches**  
Waterbury Mattress Co Waterbury

**Super Refractories**  
Mullite Works Refractories Div H K Porter Co Inc Shelton

**Surface Metal Raceway & Fittings**  
Wiremold Company The Hartford

**Surgical Dressings**  
Acme Cotton Products Co Inc East Killingly  
Seamless Rubber Company The New Haven

**Surgical Rubber Goods**  
Seamless Rubber Company The New Haven

**Swaging Machinery**  
Fenn Mfg Co The Newington

**Switchboards Wire and Cables**  
Rockbestos Products Corp (asbestos insulated) New Haven

**Switches—Electric**  
General Electric Company Bridgeport

**Synthetic Fabrics**  
American Felt Co Glenville

**Tabulating Equipment—Manual**  
Denominator Company Inc Woodbury  
Veeder-Root Incorporated Hartford

**Tanks**  
Acme Welding Div United Tool & Die Co West Hartford  
Bigelow Company The (steel) New Haven  
Comco Inc Div of Enthone Inc (steel, alloy and lined) New Haven  
Connecticut Welders Inc (steel, alloy & lined) Wallingford  
King Co Alfred B (steel, alloy and lined) North Haven  
Norwalk Tank Co The South Norwalk  
Rolock Inc (Alloy) Fairfield  
Storts Welding Company (steel and alloy) Meriden

**Tap Extractors**  
Walton Company The West Hartford

**Tape**  
Russell Mfg Co (Glass Electrical Insulating Tapes, Glass Fabrics for Plastic Moulding) Middletown

**Tapes—Industrial Pressure Sensitive**  
Seamless Rubber Company The New Haven

**Tape Machines**  
Better Packages Inc (Manual and electric models for case taping) Shelton  
Derby Sealers Inc (manual and electric models) Derby

**Taps**  
Hanson-Whitney Company The Hartford  
Pratt & Whitney Co Inc West Hartford

**Tarred Lines**  
Brownell & Co Inc Moodus

**Telemetering Instruments**  
Bristol Co The Waterbury

**Television—Radio**  
Junior Screw Machine Products Inc West Haven

**Testers—Insulation**  
McNeal J D New Haven

**Testers—Insulation Wire & Cable**  
Davis Electric Company Wallingford

**Testers—Nondestructive, Ultrasonic**  
Sperry Products Inc Danbury

**Testing**  
State Testing Laboratory Inc (environmental, X-ray, tensile, bearings) Bridgeport

**Textile Printing Gums**  
Polymer Industries Inc Springdale

**Textile Processors**  
Amerbelle Corporation Rockville

**Thermometers**  
Bristol Co The (recording and automatic control) Waterbury  
Manning Maxwell & Moore Inc Stratford

**Thin Gauge Metals**  
Plume & Atwood Mfg Co The Thomaston  
Thinsheet Metals Co The (plain or tinned in rolls) Waterbury

**Thread**  
American Thread Co The Willimantic  
Belding Heminway Corticelli Putnam  
Max Pollack & Co Inc Groton and Willimantic

**Thread Chasers**  
Geometric Tool Division, Greenfield Tap & Die Corp New Haven

**Thread Gages**  
Hanson-Whitney Company The Hartford  
Pratt & Whitney Co Inc West Hartford

**Thread Milling Machines**  
Hanson-Whitney Company The Hartford  
Pratt & Whitney Co Inc West Hartford

**Thread Rolling**  
Bland Burner Co The Thread Products Div Hartford

**Thread Rolling Machinery**  
Hartford Special Machinery Co The Hartford  
Mettler Machine Tool Inc New Haven

**Threading Machines**  
Grant Mfg & Machine Co The (double end automatic) Bridgeport

**Timers, Interval**  
A W Haydon Co The Waterbury  
H C Thompson Clock Co The Bristol  
Cramer Controls Corporation The Centerbrook  
Rhodes Inc M H Hartford

**Timing Devices**  
B & N Tool & Engineering Co (development and model work) Thomaston  
Cramer Controls Corporation The Centerebrook  
A W Haydon Co The Waterbury  
Lux Clock Manufacturing Company Waterbury  
Rhodes Inc M H Hartford  
Seth Thomas Clocks Thomaston  
United States Time Corporation The Waterbury

**Timing Devices & Time Switches**  
A W Haydon Co The Waterbury  
Lux Clock Manufacturing Company Waterbury  
M H Rhodes Inc Hartford

**Tinning**  
Thinsheet Metals Co The (non-ferrous metals in rolls) Waterbury  
Wilcox-Crittenden Div North & Judd Mfg Co Middletown

**Tires**  
Armstrong Rubber Company The West Haven

**Tokens**  
Scovill Manufacturing Company (bus, street car and subway fare) Waterbury

**Tool Bits**  
Thompson & Son Co The Henry G New Haven

**Tool Chests**  
Vanderman Manufacturing Co The Willimantic

**Tool Hardening**  
Commercial Metal Treating Co Bridgeport

**Tools**  
B & N Tool & Engineering Co (dies, jigs, fixtures, sub-press and progressive) Thomaston  
Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St New Haven

**Tools & Dies**  
Metropolitan Tool & Die Hartford  
Moore Special Tool Co Bridgeport  
Swan Tool & Machine Co The Hartford

**Tools, Dies & Fixtures**  
Greist Mfg Co The New Haven

**Tools, Dies, Jigs & Fixtures**  
Lyons Tool & Die (modelwork, jig boring) Meriden  
Otterbein Co J A Middletown  
Telke Tool & Die Mfg Co New Britain

**Tools, Fixtures, Gauges**  
Fredericks Tool Co J F West Hartford

**Torsional Winding Machines**  
Boesch Mfg Co Inc Danbury

**Totalizers**  
Reflectone Corporation The Stamford

**Toys**  
Geo S Scott Mfg Co The Wallingford  
Gilbert Co The A C New Haven  
N N Hill Brass Co The East Hampton  
Waterbury Companies Inc Waterbury

**Transformers**  
Monarch Electric Co (Allis Chalmers) New Britain

**Trucks—Commercial**  
Metropolitan Body Company (International Harvester Truck chassis and "Metro" bodies) Bridgeport

**Truck—Lift**  
Excelsior Hardware Co The Stamford

**Trucks—Skid Platforms**  
Excelsior Hardware Co The (lift) Stamford

**Tube Clips**  
H C Cook Co The (for collapsible tubes) Ansonia  
32 Beaver St  
Weimann Bros Mfg Co The (for collapsible tubes) Derby

**Tube Fittings**  
Scovill Manufacturing Company (UNIFLARE flared tube and LOXIT compression tube) Waterbury

**Tubers**  
Standard Machinery and Davis-Standard Divisions of Franklin Research Corp Mystic (Advt.)

# I T ' S M A D E I N C O N N E C T I C U T

**Tubes—Collapsible Metal**  
Sheffield Tube Corp The New London

**Tubing**  
American Brass Co The (brass and copper) Waterbury  
Bridgeport Brass Company (brass and copper) Bridgeport  
G & O Manufacturing Co (finned) New Haven  
Scovill Manufacturing Company (Brass and Copper) Waterbury  
Wallingford Steel Co The (stainless and super metals) Wallingford

**Tubing—Flexible Metallic**  
American Brass Co Metal Hose Branch Waterbury

**Tubing—Heat Exchanger**  
American Brass Company The Waterbury  
Scovill Manufacturing Company Waterbury

**Tumbling Barrels and Accessories**  
Wheeler Co G E New Haven

**Tumbling Equipment and Supplies**  
Esbec Barrel Finishing Corp Byram

**Tumbling Service**  
Esbec Barrel Finishing Corp Meriden

**Turntables**  
Macton Machinery Company Inc (industrial & display) Stamford

**Typewriters**  
Royal McBee Corp Hartford  
Underwood Corporation Hartford

**Typewriters—Portable**  
Royal McBee Corp Hartford  
Underwood Corporation Hartford

**Typewriter Ribbons and Supplies**  
Royal McBee Corp Hartford  
Underwood Corporation Hartford and Bridgeport

**Ultrasonic Processing Equipment**  
General Ultrasonics Co The Hartford

**Undercleanser Rolls**  
Sonoco Products Co (Climax-Lowell Div) Mystic

**V-Belt Drives**  
Monarch Electric Co (Allis Chalmers) New Britain

**Vacuum Bottles and Containers**  
American Thermos Products Co Norwich

**Vacuum Cleaners**  
Electrolux Corporation Old Greenwich  
Spencer Turbine Co The Hartford

**Valves—Automobile Tire**  
Bridgeport Brass Company Bridgeport

**Valves—Aircraft**  
Bridgeport Thermostat Div Robertshaw-Fulton Controls Co Milford

**Valves—Radiator Air**  
Bridgeport Brass Company Bridgeport

**Valves—Relief & Control**  
Beaton & Caldwell Mfg Co New Britain

**Valves—Safety & Relief**  
Manning Maxwell & Moore Inc Stratford

**Vanity Boxes**  
Bridgeport Metal Goods Mfg Co Bridgeport  
Plume & Atwood Manufacturing Co Thomaston  
Scovill Manufacturing Company Waterbury

**Varnishes**  
Staminite Corp The New Haven

**Velvets**  
American Velvet Co (owned and operated by A Wimpfheimer & Bros Inc) Stonington  
Leiss Velvet Mfg Co Inc The Willimantic

**Venetian Blinds**  
Findell Manufacturing Company Manchester  
Jennings Company The S Barry New Haven

**Ventilating Systems**  
Colonial Blower Company Plainville

**Vertical Shapers**  
Pratt & Whitney Co Inc West Hartford

**Vibrators—Pneumatic**  
Branford Co The (industrial) New Haven

**Vinyl Extrusion & Moulding Compounds**  
Electronic Rubber Co Stamford

**Vises**  
Fenn Manufacturing Company The (Quick-Action Vises) Newington  
Vanderman Manufacturing Co The (Combination Bench Pipe) Willimantic

**Wall Paper**  
Stamford Wall Paper Co Inc Stamford

**Washers**  
American Felt Co (felt) Glenville  
Auburn Manufacturing Company The (all materials) Middletown  
Clark Brothers Bolt Co Milldale  
Fabricon Corp Unionville & copper)  
Plume & Atwood Mfg Co The (brass & copper) Thomaston  
J H Rosenbeck Inc Torrington  
Saling Manufacturer Company (made to order) Unionville

**Washers—Felt**  
American Felt Co Glenville  
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

**Watches**  
E Ingraham Co The Bristol  
United States Time Corporation The Waterbury

**Water Deionizers**  
Penfield Mfg Co Meriden

**Water Heaters**  
Whitlock Manufacturing Co The (instantaneous & storage) Hartford

**Water Heaters—Electric**  
Bauer & Company Inc Hartford

**Water Heaters—Gas or Kerosene**  
Holyoke Heater Corp of Conn Inc Hartford

**Waxes**  
Harrison Company The A S (and other protective coatings) South Norwalk

**Waxes—Floor**  
Fuller Brush Co The Hartford

**Webbing**  
Russell Mfg Co (Webbing for Safety Seat Belts—all types of webbing) Middletown

**Wedges**  
Saling Manufacturing Company (hammer & axe) Unionville

**Welded Products**  
Acme Welding Div United Tool & Die Co West Hartford

**Welding**  
Aircraft Welding & Mfg Co Inc (aluminum, stainless steel, magnesium) Hartford  
Connecticut Welders Inc (fabrication & repairs) Wallingford  
Farrel-Birmingham Company Inc Ansonia  
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) Hartford  
King Co Alfred B North Haven

**Welding—Lead**  
Connecticut Welders Inc (tanks & coils) Wallingford  
King Co Alfred B North Haven  
Lead Products, Inc. (tanks and fabrication) Manchester  
Storts Welding Company (tanks and fabrication) Meriden

**Welding—Lead Bricks**  
Lead Products, Inc. Manchester

**Welding Rods**  
American Brass Company The Waterbury  
Bridgeport Brass Company Bridgeport  
Bristol Brass Co The (brass & bronze) Bristol

**Welding Solder**  
Lead Products, Inc. (wire, bar and cakes and babbitts) Manchester

**Wells**  
Church Co The Stephens B Seymour

**Wicks**  
American Felt Co Glenville  
Auburn Manufacturing Company The (felt, asbestos) Middletown  
Holyoke Heater Corp of Conn Inc Hartford

**Wiffle Ball**  
Wiffle Ball Inc The New Haven

**Window & Door Guards**  
Hartford Wire Works Co The Hartford  
Smith Co The John P New Haven

**Wire**  
American Brass Company The Waterbury  
Atlantic Wire Co The (steel) Branford  
Bartlett Hair Spring Wire Co The North Haven  
Bridgeport Brass Company (brass and silicon bronze) Bridgeport  
Bristol Brass Corp The (brass & bronze) Bristol

**Driscoll Wire Co The (steel) Shelton**  
Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted  
Platt Bros & Co The (zinc and zinc alloy wires) Waterbury  
Plume & Atwood Mfg Co The (brass, bronze, nickel silver) Thomaston  
Scovill Manufacturing Company (Brass, Bronze and Nickel Silver) Waterbury

**Wire and Cable**  
Continental Wire Corp (for industrial and military applications) Wallingford  
General Electric Company (for residential, commercial and industrial applications) Bridgeport  
Rockbestos Products Corporation (all asbestos, mining, shipboard and appliance applications) New Haven

**Wire Arches & Trellises**  
Hartford Wire Works Co The Hartford  
John P Smith Co The New Haven

**Wire Baskets**  
Wiretex Mfg Inc (Industrial, for acid, heat, treating and degreasing) Bridgeport

**Wire Cloth**  
Hartford Wire Works Co The Hartford  
C O Jelliff Mfg Co The (all metal, all meshes) Southport

**Pequot Wire Cloth Co Inc Norwalk**  
Rolock Inc (Alloy) Fairfield  
Smith Co The John P New Haven

**Wire Dipping Baskets**  
Hartford Wire Works Co The Hartford  
John P Smith Co The New Haven

**Wire Drawing Dies**  
Waterbury Wire Die Co The Waterbury

**Wire Forming Machinery**  
Nilson Machine Company The A H Shelton  
Torrington Manufacturing Company The Torrington

**Wire Formings**  
G E Prentice Mfg Co The Kensington  
Master Engineering Company West Cheshire  
North & Judd Manufacturing Co New Britain  
Peck Spring Co Plainville  
Turner & Seymour Manufacturing Co The Torrington  
Verplex Company The Essex

**Wire Forms**  
Atlantic Precision Spring Co Forestville  
Banner Spring Corporation Hartford  
Barnes Co The Wallace Div Associated Spring Corp Bristol  
Bristol Spring Manufacturing Co Plainville  
Central Spring Co (short run orders) Terryville

**Colonial Spring Corporation The Hartford**  
Connecticut Spring Corporation The Hartford  
Foursome Manufacturing Co Bristol  
Gemco Manufacturing Co Inc Southington  
Stanley Humason Inc Forestville  
Peck Spring Co Plainville  
Templeman Co D R Plainville  
Terryville Manufacturing Co Terryville  
Wire Form Inc Milldale

**Wire Goods**  
American Buckle Co The (overall trimmings) West Haven  
Patent Button Co The Waterbury  
Scovill Manufacturing Company (To Order) Waterbury

**Wire Partitions**  
Hartford Wire Works Co The Hartford  
John P Smith Co The New Haven

**Wire Products**  
Stanley Humason Inc Forestville  
Peck Spring Co Plainville  
Plume & Atwood Mfg Co The (to order) Thomaston

**Wire Reels**  
Mettler Machine Tool Inc New Haven  
Nilson Machine Company The A H Shelton

**Wire Rings**  
American Buckle Co The (pan handles and tinners' trimmings) West Haven  
Stanley Humason Inc Forestville  
Peck Spring Co Plainville  
Templeman Co D R Plainville

**Wire—Specialties**  
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**Wiring Devices**  
Harvey Hubbell Inc Bridgeport

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Fletcher-Terry Co The Forestville

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Hartford Builders Finish Co Hartford

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Aldon Spinning Mills Corporation The (fine-woolen and specialty) Talcottville  
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**Hartford Spinning Incorporated (Wollen, knitting and weaving yarns) Unionville**

**Zinc**  
Platt Bros & Co The (ribbon, strip and wire) P O Box 1030 Waterbury

**Zinc Castings**  
Newton-New Haven Co Inc West Haven

**Zinc Die Castings**  
Mt Vernon Die Casting Corporation Stamford (Advt.)

## Business Tips

(Continued from page 52)

ing is quite effective as a training device, much more should be included in a true Management Program. In such programs courses in management organization, inter-relationships of sales and marketing policies, the position of the credit department, etc., and perhaps most important of all, both theoretical and practical courses in the lifeblood of business, namely—FINANCE.

Programs of this type may be too costly for some firms. Then too, the problem of obtaining qualified instructors is indeed a challenge unless a university is located nearby. The costs however, can be reduced by engaging university instructors solely on a consulting basis, or by firms agreeing to pay the tuition of university extension courses approved by the firm and passed successfully by its employees. Another possibility is for business men in their trade association meetings and in their Chamber of Commerce activities to speak up for sponsorship of desired education courses. These are steps any firm can take—regardless of size. Today, however, this represents an area where the surface has been scarcely touched.

Lastly, it is the writer's opinion that many of today's top management executives are men who, due to the post-war business expansion, have reached the top sooner than under normal conditions. While undoubtedly these men are qualified on many counts I submit that training programs, conducted on a high level, would prove beneficial even to them.

Earlier in this article the suggestion was offered that both collegiate schools of business and professional businessmen must take positive steps TODAY to insure the availability of qualified management personnel for TOMORROW. It is important to stress here that BOTH must cooperate in this venture. College instructors should make a sincere effort to meet frequently with businessmen in order to be more fully informed of the field. Likewise, businessmen, particularly from medium and small-sized businesses, must recognize that the so-called college theorists can make valuable contributions, if but given the opportunity. By this mutual cooperation both groups would soon develop approaches most attuned to today's needs. Capable management for tomorrow would be assured.

(The author would welcome comments on the opinions expressed in this article.)

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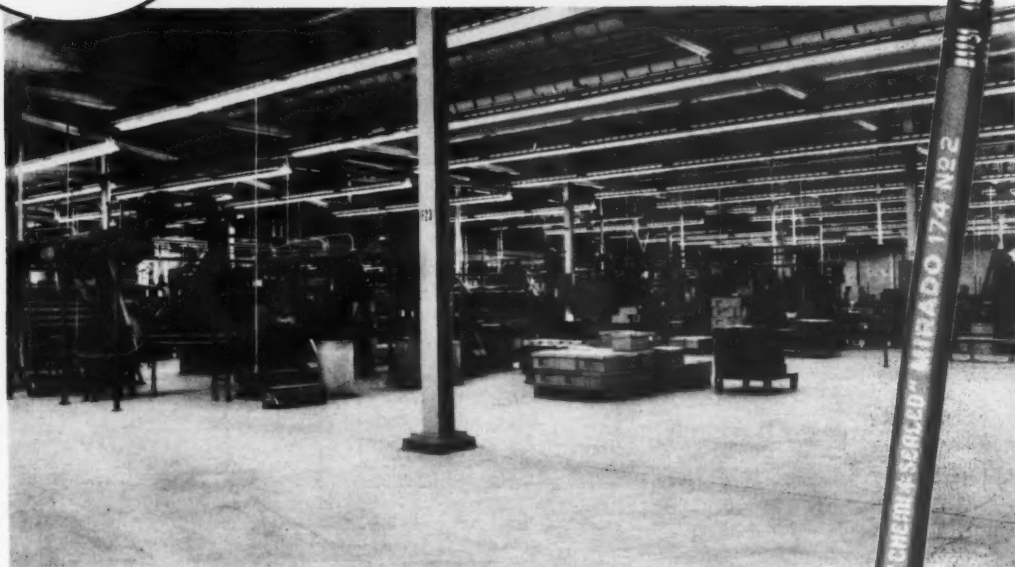
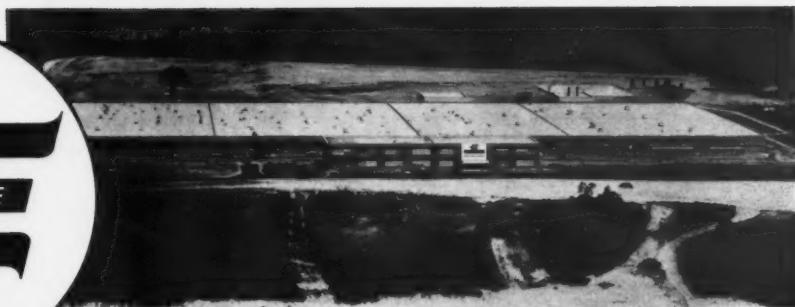
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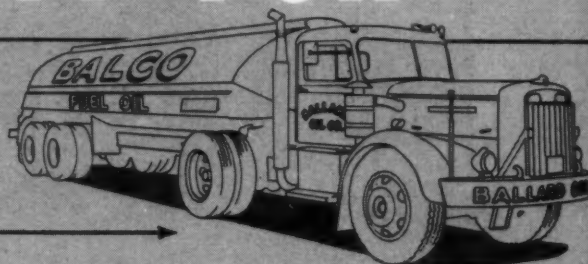
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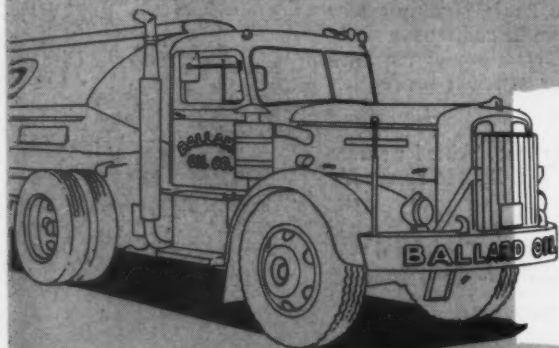
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